



**SOCIAL ADJUSTMENT AND ITS IMPACT
ON PRODUCTIVITY - A STUDY OF
GLASS INDUSTRY WORKERS
OF FEROZABAD - AGRA**

ABSTRACT

THESIS SUBMITTED FOR THE DEGREE OF

Doctor of Philosophy

IN

SOCIOLOGY

BY

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ABSTRACT

The present study is a modest attempt to investigate the problems of "Social Adjustment and Its Impact on Productivity" - A Study of Glass Industry Workers of Ferozabad, Agra. The sample of the study on the basis of proportionate random method has been drawn from the workers of Glass factories namely Shanker Novelty Glass Industry, Mona Glass Enterprise and Adarsh Glass Works. In all packing office, production, furnace and workshop constitute the major units of the glass industry. Sample of the study has been drawn from these sections as shown in table No. 1.

Table No. 1

Total Population And Sample

Name of the Factory	PACKING			OFFICE			PRODUCTION			FURNACE			WORK SHOP			Grand Total No.	Sample	Percentage
	Total No.	Sample No.	Percentage %	Total No.	Sample No.	Percentage %	Total No.	Sample No.	Percentage %	Sample No.	Percentage %	Total No.	Total No.	Sample No.	Percentage %			
Shanker Novelty Glass Industry	23	11	47.8	28	11	39.3	289	89	30.8	31	7	22.6	24	10	41.7	395	128	32.405
Mona Glass Enterprise	20	8	40.0	25	9	36.0	279	93	33.7	33	10	30.3	20	8	40.0	377	128	33.952
Adarsh Glass Works	24	11	45.8	27	8	29.6	285	90	31.6	35	10	28.6	22	7	31.8	393	126	32.061
Total	67	30	44.77	80	28	35	853	272	31.88	99	27	27.27	66	25	37.878	1165	382	32.789

The table reveal that the sample drawn is fairly representative of each sections factory wise.

The responses were collected from the respondents with the help of interview schedule and investigator interviewed the respondents personally. The questions were framed to elicit responses from the respondents pertaining to the categories of social adjustment, working conditions, labour management relations, economic conditions and productivity which ultimately have a bearing on workers social adjustment and productivity.

The data of the present study has been analysed and interpreted with the help of question wise analysis, chi-square test and Factor Analysis method.

The problems and probable measures as highlighted by the respondents have thus been categorized accordingly.

Workers have expressed that they do not feel psychologically satisfied after completing their work because the techniques involved in production are still traditional in nature.

Workers are also unhappy with the management because the management do not permit the establishment of worker's union.

Workers have also expressed their dissatisfaction towards the present basic sanitation, recreational and other physical working environmental conditions.

Workers have also expressed their dissatisfaction towards the expected medical facilities to be extended to them as their work involves the risk of accidents and ill effects on their health.

Workers have also casted their resentment on the management as far as their attitude towards worker's problems, relations between them and the absence of their representation in factory affairs are concerned.

Workers have expressed their great dissatisfaction towards present wages, bonus, pension, loan provisions and other fringe benefits.

Workers have also expressed their dissatisfaction towards the practice of shift duty system.

Workers are also sour about child and women labour practices, owners indifference towards their children's educational problems, housing and non-availability of transport facilities etc.

Workers have also expressed their great dissatisfaction towards the role of government officials connected with industry and labour.

Suggestions:

The workers keeping in view social adjustment and productivity have proposed the following measures.

Workers have suggested that in order to provide psychological satisfaction to the workers, the traditional techniques of production as presently employed be replaced by modern scientific techniques. This they suggest would help the workers to complete their assigned work within time with lesser physical strains. Consequently it will also help in greater productivity.

Workers have a strong feeling that every factory should have worker's Union as is found in other organizations. They have emphasized that government should take proper steps in this direction as the present restriction imposed by the management on the establishment of worker's union is against democratic norms.

Workers have suggested that in order to provide better adjustment to the workers and to achieve higher productivity management should give due importance in controlling and regulating the basic necessities pertaining to sanitation, recreational and other physical environmental conditions like ventilation, cleanliness, noise proof and air cooling etc. as they play significant role in determining worker's adjustment which are also related to productivity.

Workers have stated that since their work involves the risk of accidents and harmful effects on their health hence they have strongly demanded that proper medical facilities should be made available to them near the work place and proper periodic check-up of the workers should be made obligatory on the part of the management. They have also demanded that in the event of accident and death of the worker adequate financial compensation should also be given to the workers.

Workers have suggested that in order to achieve the objectives of adjustment and productivity the management should adopt such congenial methods of social interaction which may help in fostering better relations between management and workers and should forego the present bureaucratic attitude towards them. They should also adopt positive approach towards worker's problems related to the work. Furthermore they have strongly suggested that chances should be given to the workers to nominate their representatives in administrative system of the factories.

The workers have demanded that keeping in view the constant price hikes wages should be revised periodically. They have also demanded that bonus should be distributed judiciously in the presence of their representatives and it should be given even to temporary and casual workers. They have also suggested that pension provision should also be made available in all the factories. The workers

have also suggested that factories should also make provisions of extending loans to the workers on the terms and conditions as are in practice in other semi-government and government undertakings. The workers have also suggested that the provisions of life insurance policies of the workers should also be made available in the factories and should also contribute partly towards the payment of insurance premiums.

The workers have suggested that shift duty system as prevailing at present should be replaced by fixed duty system as shift duty system has very negative impact on the worker's health and in the fulfilment of their familial and other social obligations.

Workers have suggested that child and women labour should be abolished because they are being financially and physically exploited by the management. They have also suggested that the management should also give attention in solving the educational problems of worker's children by establishing schools within the vicinity of factories. They have also suggested that if management extend minimal transport and housing facilities it will certainly have positive impact on worker's attitude towards work and their organization.

Workers have a strong feeling that government officials do not perform their duties judiciously. They have suggested that the role of government officials connected with factories can be checked and controlled provided workers are

also given an opportunity to participate in all the deliberations connected with worker's welfare and productivity.

Lastly the workers have suggested that if the above stated problems and suggestions are properly attended it will certainly help in building up better social adjustment of the workers and the achievement of higher productivity.



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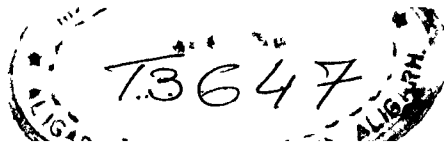
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CERTIFICATE

This is to certify that Doctoral Dissertation on "Social Adjustment and Its Impact on Productivity; A Study of Forozabad Glass Factory, District Agra" submitted by Mrs. Neelam Kumar in the fulfilment of Doctor of Philosophy in Sociology is her own contribution. She has completed her work under my guidance and supervision.

Date:

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Dedicated

To

My (late) MOTHER-IN-LAW

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Chapter I

INTRODUCTION

Chapter I

INTRODUCTION

India in order to achieve self sufficiency and reliance is passing through the phase of industrialization. The establishment of heavy industrial complexes is also linked up with the adequate provisions and development of small scale or cottage industry sectors as they provide basic infra-structure to the heavy industry.

India is striving for socio-economic equality and development through planning and each five year plan has the indices of allocation, development and future planning to achieve objectives. As a result of planning, industrial development both small scale and heavy industries got philip especially after independence when India adopted the policy of development through planning. Thus a number of small scale and heavy industries fulfilling the needs of the time have come into existence throughout the country.

Cottage and small scale industries have grown up rapidly in recent years and are making its due contribution to the economic growth in terms of contribution to national income, industrial production and great source

of employment. During the preceeding years the cottage and small scale industries have significantly contributed a good percentage in the Indian economy which ultimately has influenced and improved the living standards of the countrymen.

The glass industry in India occupies an important place among the industrial set-ups of the country. The glass industry is making use of Indian raw materials, Indian workers, and technicians, Indian equipments of many types and serves the needs of the Indian homes, industry, schools, hospitals, Defence Forces and Railways etc. Glass is not a luxury items but is an essential item of home use also. The quality of the products of the Indian glass industry compares favourably with those manufactured elsewhere in the world and the industry is also exporting its products even to the advanced countries like, U.S.A., U.K. and Japan etc.

The effective industrial functioning and better productivity besides other things chiefly depends on the co-operative participation of the workers, relations between workers and management, environmental conditions of the work place, worker's salary, essential amenities like, medical assistance, bonus etc. and worker's participation in policy formulation and worker's social adjustment to the work and social commitments etc.

It is also claimed that the employee's work performance which influences their productive capabilities is largely determined by the socio-economic and cultural environment in which the workers have to interact. The working environmental conditions also play a vital role as far as the worker's social adjustment and productivity are concerned. Since workers are social beings and organisations are social systems hence productive efficiency and effectiveness require congenial social environment which help in strengthening the social adjustment.

Ogburn and Nimkoff¹ (1966) support that organisation is a social system and workers are social beings and organisational effectiveness can not be achieved in the lack of sufficient social adjustment.

K. Davis² (1980) also hold that social adjustment of the worker is directly related to the organisational conditions in which he interacts and it increases worker's efficiency and productivity and decreases frustration, job dissatisfaction, absenteeism, insubordination, theft and labour turnover etc.

According to Vroom V.H.³ (1978) maladjustment and dissatisfaction of the workers depend upon some factors. They are supervision, work group, job contents, wages, promotional opportunities and hours of work.

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1. Ogburn and Nimkoff (1966); "A Hand Book of Sociology" Eurasia Publishing House Pvt., Ltd., 1966, New Delhi
 2. K. Davis (1980); "Human Behaviour at work" Tata Mc Graw Hill Book Comp. Pvt. Ltd., New Delhi.
 3. Vroom V.H. (1978); "Work and Motivation," Wiley Eastern Ltd. New Delhi

According to Clyton Kirkpatric⁴ (1945) adequate job conditions established good relationship and congenial working environment during the working period enhances maximum social adjustment and efficiency of the workers. According to him job conditions which may help in better social adjustment are:

1. "To pay all employees adequately for services rendered,
2. To maintain reasonable hours of work and safe working conditions,
3. To provide continuous employment consistent with business conditions,
4. To place employees in the kind of work best suited to their abilities,
5. To help each individual to progress in company's service,
6. To aid employees in times of need,
7. To encourage thrift,
8. To cooperate in social, athletic and other recreational activities,
9. To accord to each employees the right to discuss freely with executives any matters concerning his or her welfare or company's interest,
10. To carry on the daily work in a spirit of friendliness".

4. Clyton Kirkpatric; Labour's Good will Goal of Management Reprinted from Chicago Tribun, Sep. 1945 Quoted by Willard E. Parker Mc Graw Hill S. Robert W. Kleomeir Human Relation in Superession Book Comp. Inc. New York, 1951

According to Mitchell Duncan G.⁵ (1968) "A term that is psychological rather than sociological, used by some social psychologists to refer the process whereby an individual enters into a harmonious or healthy relationship with his environment, physical or social but occasionally used by some sociologists to refer to a social unit, like a group or organisation, accomplishing the same end".

The term social adjustment refers to the change in society of total environment in which social processes, social patterns and social interactions takes place positive directions. It includes alterations in the structure and functions of the society or environment in which an individual or large number of persons are engaged in activities that differs from which their predecessors were engaged in sometime before, one finds a social change whenever human behaviour is in the process of modification. Human society is constituted of human beings. In industry there are labourers and they are also human beings therefore, adjustment of labours with each other or with management or with work is necessary.

According to M.C. Cornic and Tiffin⁶ (1969) "Money is dominant factor in increasing organisation's efficiency".

Working tools within the organisation are also important factors in determining the adjustment of the workers.

5. Mitchell Duncan G.; A Dictionary of Sociology, Routledge and Kegan Paul, London, 1968.

6. M.C. Cornic and Tiffin J.; Industrial Psychology Prentice Hall of India Ltd., New Delhi, 1969.

In the absence of proper tools the workers are not likely to be motivated to work and thus they are likely to engage themselves in unproductive activities such as gossiping Paper reading, gambling etc.

Productivity in India assumes greater importance because we are striving to attain economic self-sufficiency in all spheres particularly in agriculture and industry. We have to achieve a faster rate of economic growth for providing better standard of living for the working classes and ensuring a better and richer life for the people at large. Looking to the economic challenges and opportunities before the nation an effort in this direction must be given top priority.

Several other studies indicate that social adjustment of the workers rest upon the job conditions of the organization in which they work and interact which ultimately influence their efficiency and the productivity of the organisation.

The present study is a modest attempt to investigate the problem of "Social adjustment and its impact on productivity. A study of glass industry, Ferozabad, District Agra".

Concept of Social Adjustment and Productivity:

Social adjustment and productivity though are relative and interdependent, yet the concepts have been discussed separately.

Concept of Social Adjustment:

The concept of "adjustment" to environment was first stressed by Charles Darwin and the term "adaptation" has been widely used in the behavioural sciences. It is the process of behaviour by which men and other animal maintain an equilibrium among their various needs. According to him adjustment means survival and maladjustment means death". Later on the idea of adjustment has been adopted by the social scientists.

Burnham W.H.⁷ (1925) holds that "adjustment of individual requires an integration of conflicting tendencies to the demands of the activity in which he is engaged".

According to Fisher and Hanna⁸ (1931) "adjustment of an individual requires a congeniality, a compatibility, a harmonious relation between the individual and situation".

Murry M.C.⁹ (1940) express that "once the industry is established persons (who are workers) come from different

7. Burnham, W.H.; The Normal Mind, New York, 1925.

8. Fisher, V.B. and Hanna, J.V.; The Dissatisfied worker, New York, 1931.

9. Murry, M.C.; Handling personality Adjustment in Industry, New York, Harper, 1944.

places (to work in this industry), they work under the same roof on the machines together with their co-workers, hence they establish relations with others by coming in contact with them and developing inter-relationships. Finally they become friendly and try to adjust themselves to the work situation. This develops a congenial atmosphere inside the industry, an atmosphere where there is togetherness.

According to Jurgensen¹⁰ (1948) "some factors which has great impact on employee's social adjustment and work are performance, job security, opportunity for advancement, type of work, company, pay, co-workers, supervisors, working hours, working conditions and benefits.

Schneider A.A.¹¹ (1955) holds that "Social adjustment signifies the capacity to react effectively and wholesomely to social realities, situations and relations so that the requirements for social living are fulfilled in acceptable and satisfactory manner".

Fairchild H.P.¹² (1967) express social adjustment in terms of the relationship i.e.:

- (a) Those types of relationship between personalities, groups, culture elements and culture complexes which are harmonious and mutually satisfactory to the personalities and groups involved.

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10. Jurgensen, C.E.; "What Job Applicants Look for in a company", Personal Psychology, 1948.
 11. Schneider, A.A.; "adjustment and Mental Health" Holt; Pinchart and Winston, New York, 1955.
 12. Fair Child H.P.; Dictionary of Sociology Little field, Adams and Company Totawa, New Jersey, 1967.

- (b) Those processes which tend to produce such relationship".

According to Fair Child the varieties of social adjustments are:

I - Interactive:

In which man adjusts to others as he functions in *economic, religious and other ways*. The existing interaction may be characterized as competitive, co-operative etc.

II - Striving:

In which there is deliberate effort toward a better or improved adaptation.

III - Accomodative:

Described as some relatively stable and mutually accepted relationship among the participants.

IV - Associative:

In which adjustment is treated as a step or stage in a general associative process. Less Social distance is present than in advance, but more than in accordance. The participants have reached a *modus vivendi* in some respects, as it were, and for the rest "agree to disagree".

V - Normative:

Where in "good" or "efficient" or "adequate" adjustments, adaptations, "fits" or "integrations" are worked out between persons or technologies or organisations or institutions.

V. Bon Haller Glimmer¹³ (1967) has claimed that some factors are related to the liking of the job. They include security, opportunity for advancement, company and management, wages, intrinsic aspects of the job, communication, working conditions and benefits.

According to Merton R.K.¹⁴ (1968) "Tensions, strains or contradictions, maladjustments are produced in the workers in the absence of social and cultural adjustment".

Lawler E.E.¹⁵ (1971) holds that "Pay is typically thought of as performing a number of functions that contribute to organisational effectiveness in particular it serves as a reward to make employees satisfied with their jobs motivate them, gain their commitment to the organisation and keep them in the organisation".

According to Gisbert, P.¹⁶ (1982) "Workers aspire also to satisfactory working conditions which do not only refer to such environmental factors e.g. light, temperature,

13. V. Bon Haller Glimmer; Industrial Psychology, 1967. Mc Graw, Hill Book Company, Inc., New York.

14. Merton, R.K.; Social Theory and Social Structure Amerind Publishing Company, 1968.

15. Lawler, E.E.; Pay and Organizational, Effectiveness A psychological view, Mc Graw Hill Book Company, Ind., NewYork, 1971

16. Gisbert, P.; Fundamentals of Industrial Sociology, Tata Mc Graw, Hill Book Company, Inc., New Delhi, 1982.

noise but also to social relations which bind them to their fellow workers and supervisors".

Gisbert, p.¹⁶ (1982) also holds that "sophisticated instruments increase working capacity and adjustment with the supervisors and authorities. Evidently it can be stated that atmospheric variables, working hours, rest-pauses, shift system and working tools etc. also to a great degree determine the social adjustment of the workers".

The present study refer to the normative type of adjustment because it is associated with the organisations, persons and technologies. It is also claimed that better social adjustment of the workers depend upon the job conditions and other social conditions in which the worker has to interact. The job conditions and social environments in which the workers perform their work activities, play a vital role in the process of adjustment which ultimately influences the efficiency and productivity.

Concept of Productivity:

In order to achieve socio-economic upliftment and to remove imbalances our country has adopted planning for industrial development. Greater attention is now being given to increase production by making the best use of available resources. Productivity thus will play a key role in increasing production and thus making our planning more effective

and fruitful. Today our country is waging a great battle against poverty and unemployment. Unless and untill more and more of goods and services are produced we cannot succeed in this great task.

Productivity connotes a mass attack on waste of every type and in every sphere. It implies the development of an attitude of mind and a constant urge to find better, cheaper, quicker and safe ways of doing a job, manufacturing a product and providing a service. It aims at the maximum utilization of resources for yielding as many goods and services as possible, of the kinds most wanted by consumers, at the lowest possible cost.

Productivity processes and techniques are designed to facilitate more efficient work involving less fatigue to workers due to improvements in the layout of the plant and work, better working environment and simplification of work.

Social scientists are of the opinion that appropriate working conditions e.g. social relational conditions, economic, Physical environmental conditions are some of the important aspects which determine adjustment of the workers and affect efficiency as far as productivity is concerned.

Productivity, refers to a class of empirical out-put input, ratios that is widely used in economic history, economic analysis and economic policy. In one sense productivity measures the fruitfulness of human labor under varying circumstances. In another sense, productivity measures

the efficiency with which resources as a whole, including capital as well as manpower, are employed in production. In still another sense, productivity measures a major factor in the determination of labor or capital requirements.

All working people are interested in higher or better productivity. Whether one is a farmer, a blacksmith or a carpenter, or whether he works in small or a large factory or a farm house, whether he is a technician, manager, a trade union leader or a Government official, it is a matter of vital interest to every body as to how productivity leads to prosperity. Productivity rise leads to the creation of a higher level of surplus in the out-put. Prosperity both for an individual and for the nation as a whole, is the result of distribution of this surplus, the greater the prosperity, productivity, therefore, means prosperity.

Productivity as a means of increasing total quantity of goods produced has a bearing on the standard of living of the people.

It is claimed that the working of industrial set-ups in India suffer from many shortcomings - working methods are wasteful of time and effort, machines are kept idle for the lack of raw material supply, lack of orders to manufacture. Maintenance of machinery, inadequate training of the workers or operators which leads to high damage of

machines. The layout of machines and work places in relations to one another often means excessive handling of work between them, wasteful of efforts and sometimes dangerous. Working conditions in majority of factories are not congenial as they reveal lack of understanding and unhealthy physical environment are some of the serious brakes on productive efficiency.

The experience of developed countries shows that high productivity is the most important condition for high wages and better living. An industry which has a high rate of productivity gets more profit and this enables workers to secure higher wages. On the other hand, an industry which has a low rate of production is not capable of paying higher wages, however strong the trade union may be "Higher productivity thus lead to higher wages, higher bonus and other benefits."

Shri Nanda, G.L.¹⁷ (1949) has remarked: "Productivity is practically a synonym for progress. For us it means not merely progress but survival". In the present competitive world economy we have to improve the quality of our goods and reduce cost of production and lower the prices if we want a place for our goods in the world market or expand the market within the country. With reduction in the cost

17. Nanda, G.L.; Quoted by R.C. Saxena, Labour Problems and Social Welfare, Jai Prakash Nath and Co., Educational and Law Publishers, Meerut City, 1968.

of production, consumers will gain on account of lower prices, and better quality of goods. With higher productivity workers will get higher wages and there will be a rise in their standard of living and adjustments.

By rising productivity, a large out-put per unit of resources will be secured, that is, there will be more output, more national wealth, more investment, more employment and higher standard of living. The objective of increasing productivity is to maximise production with available resources, without causing any social or economic distress. For promoting that right type of atmosphere which leads to better industrial relations and for raising the efficiency and standard of living of the workers, the importance of productivity movement is very great indeed.

According to National Commission on Labour¹⁸ (1969) "Productivity can be affected by a variety of factors viz., internal factors and external factors. Internal factors have their initiation within the unit, and these comprise better organisation, better processes, better methods, better machines, and more effective use of labour, materials, the capital, equipment in the individual work places". The external factors are more complex and have a wider scope. They may be local, national or international. The fiscal and economic policy of the government can have a serious impact on the normal functioning of an enterprises. Political, ethical and cultural considerations and traditions of

18. Report of the National Commission on Labour 1969, Quoted by Mamoria, C.B., Industrial Labour and Industrial Relations in India, Vol. I, Kitab Mahal, 1975.

social discipline, custom and religion also came into picture. Both sets of factors affecting the productivity interact.

Ghosh, P.K.¹⁹ (1980) hold that "Productivity does not depend on the human factor alone but also on technical factors like equipment, machinery and materials".

Industry neither can raise productivity nor can enjoy peace and prosperity so long as the elementary needs of the cowerker as a human being and not merely an instrument of production remain un-satisfied.

The foundation of industrial peace, progress and productivity besides other things chiefly rests on adequate soico-economic environment, work-place, congenial relations between management and workers, heathy relations between co-workers, job security, availability of essential goods etc.

Aims and Objectives of the Study:

The present study has the following objectives:

1. To assess social adjustment of the galss industry workers with the work situation,
2. To study the income-productivity correlates,

19. Ghosh, P.K.; Office Management, Sultan Chand and Press Publishers 23, Darioganj, New Delhi, 1980.

3. To findout the relation, if any between education and job satisfaction.
4. To study number of dependents and social adjustment.
5. To study the social adjustment and productivity of each section and total workers.
6. To assess social adjustment in relation to management.

Hypotheses:

It is proposed to test the following hypotheses:

1. The lack of social adjustment will affect productivity negatively,
2. Better working conditions will increase productive efficiency,
3. Inadequate salary of the workers will lead to greater dissatisfaction,
4. Unhealthy labour management relation will lead to lesser productivity,
5. Greater number of dependents will lead to inadequate social adjustment.
6. Social adjustment and productivity differ from place to place

Chapter II

REVIEW OF LITERATURE

Chapter II

REVIEW OF LITERATURE

In the present chapter a review of literature related to social adjustment and productivity has been presented. As far as adequate social adjustment of individuals in general and workers in particular are concerned multiple socio-⁺psychic and occupational factors play a vital role in determining proper social adjustment of the individuals and workers which ultimately has an impact on productivity. Social Scientists have studied social adjustment of the workers and productivity from the point of view of their own discipline. The investigator has thus reviewed such works of social scientists which has the relevance either with social adjustment or with productivity.

Ganguli, H.C.¹ (1964), in order to study the percentage of Indian workers who are dissatisfied, combines the data from different industries in the Bengal Bihar Industrial belt. The entire pooled group consists of 1279 workers. According to his findings about 34 per cent of the workers are dissatisfied or highly dissatisfied as against about 23 per cent

1. Ganguli, H.C.; Structure and Process of Organisation, Bombay Asia Publishing House (P.) Ltd., (1964).

workers who are either satisfied or highly satisfied.

Ganguli's analysis hold that the importance of the factors in job satisfaction are related to the level of occupation as well as the field of occupation, higher the level of occupation higher is the job satisfaction. Higher satisfaction is favourable for conducive social interaction, lesser social problems and greater social stability. Job satisfaction does always go with higher productivity and lesser problems to the workers.

Mozina Stane² (1972) studied the "Management Opinion on Satisfaction and Importance of Psycho-Social Needs in Their Jobs". The Psycho-Social needs refer to security, social esteem, autonomy and self-actualization of the managers in the job-situation. The findings of his study reveals that satisfaction is low with the needs concerning security and self-actualization and higher concerning social, esteem and autonomy needs. Lower satisfaction has been manifested by younger and higher educated managers.

Cooper Robert³ (1973) in the study on "Task Characteristics and Intrinsic Motivations", observes that four intrinsic task dimensions e.g. physical variety, skill variety, goal structure and transformations were linked to performance satisfaction, absenteeism and labour turnover.

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2. Mozina Stane,; "Management Opinion on satisfaction and Importance of Psycho-Social Needs in their Jobs in Yugoslavia", International Review of Modern Sociology, 1972, 2, 2 Sept.
 3. Cooper Robert; "Task Characteristics and Intrinsic Motivations", Human Relations, 1973, Vol. 26 (3).

Herbiniak Lawrence, G. and Rotemen Michael⁴ (1973) in their study on "A study of Relationship Between Need Satisfaction and Absenteeism Among Managerial Personnel", that there was a positive relationship between need dissatisfaction and absenteeism.

Kote, N.V. and Supe, S.V.⁵ (1973) examined "Motivation and Hygiene Factors in Job Satisfaction of Agricultural Officers". Their findings reveal that responsibility, achievement, work itself, ability, utilization, promotions, independence, recognition and administration, technical supervision, job - security, personal life, salary and job status were the substantial job features that were attached to both feelings of job satisfaction and dissatisfaction.

Miller Jon and Sanford Labovitz⁶ (1973) studied "Individual Relations To Organisational Conflict and Change". They concluded that psychological factors (job-satisfaction, work tension), social relational factors (social rewards, social costs and status inconsistency) and extra organisational variables (family status, community involvement, professional loyalties) have a significant role in the adjustment of employees within the organisation.

4. Herbiniak Lawrence, G. and Rotemen Michael; "A study of Relationship between Need Satisfaction and Absenteeism among Managerial Personnel". Journal of Applied Psychology 1973, Dec. Vol. 58 (3).
5. Kote, N.V. and Supe, S.V.; "Motivations and Hygiene Factors in Job Satisfaction of Agricultural Officers" Journal of Indian Academy of Applied Psychology, 1973, Vol.10(2-3).
6. Miller Jon and Sanford Labovitz; "Individual Relations to Organisational Conflict and Change", Sociological Quarterly 1973, 11, 4, Autumn.

Porter Lyman, W. and Steers Richard, M.⁷ (1973) studied the "Organisational Work and Personal Factors in Employee Turn-Over and Absenteeism". According to their findings on a general level, overall job satisfaction was consistently and inversely related to turn over and organisation wide-factors, job related factors and personal factors were found to be related consistently to the withdrawal behaviour of the employees.

Thompson, D.E. and Richard, P.B.⁸ (1973) in their study on, "A Case Study of Employees' Attitude and Labour Unrest", concluded that organisational policy, immediate supervision, pressure on job, peer relations, pay and fringe benefits, identification with the company, tools and equipment etc. were linked to the employee's attitude and labour unrest.

Costello John, M. and Lee Sanga, M.⁹ (1974) studied "Needs Fulfilment and Job Satisfaction of Professionals". They have taken into account five needs e.g., security, Social esteem, autonomy and self actualization. Their findings reveal that 80 per cent sample of the respondents were satisfied with their social and security needs and

7. Porter Lyman, W. and Steers Richards, M.; "Organisational Characteristic and Intrinsic Motivations", Human Relations, 1973, Vol. 26 (3)

8. Thompson, D.B. and Richard, P.B.; "A Case Study of Employee's Attitude and Labour Unrest", Industrial and Relations Review, 1973, 27, Oct.

9. Costello John, M. and Lee Sanga, M.; "Needs Fulfillment and Job Satisfaction of Professionals", Public Personnel Management, 1974, Vol. 3(5) Sept.-Oct.

greatest dissatisfaction was found with their higher order needs e.g. esteem, autonomy and self-actualization.

Doyle P. Johnson¹⁰ (1974) examined "Social Organisation of an Industrial Work Group, An Emergence and Adoption to Environmental Change". According to his findings social informal organisation had a significant role in meeting organisational goal and socio-emotional adjustment and thus informal organisation were associated with lenient supervisory.

Flanagan Robert, J., George Strauss and Liyod Ulman¹¹ (1974) studied "Worker Discontent and Work Place Behaviour". The findings of the study reveal that three reasons were important in the worker's discontent and working behaviour e.g. (1) change in Wage Level, (2) change in preference due to increased education and (3) Change in wage structure.

Hewett Thomas, T. and Others¹² (1974) presented a study on "The Effects of Organisations Leadership Style and Member of Compatibility Upon Productivity of Small Groups working on Manipulative Task". Their findings reveal that compatible groups had higher productivity than incompatible,

10. Doyle, P. Johnson; "Social Organisation of Industrial Work Group; A Emergence and Adoption To Environmental Change", Sociological Quarterly, 1974 Vol. 15, No.1.

11. Flanagan Robert, J., George Strauss and Liyod Ulman; "Worker Discontent and Work-Place Behaviour" Industrial Relations, 1974, 13, 2 May

12. Hewett, Thomas T., O'Brion Gordon E. and Harnick John; "The Effects of Organisation's Leadership Style and Member of Compatibility Upon Productivity of Small Groups working on Manipulative Task", Organisational Behaviour and Human Reform 1974 (Apr.), Vol., 11, (2).

Collaborative groups had lower productivity than non-collaborative groups and collaboration and co-ordination interacted in influencing productivity.

Wanous John P.¹³ (1974) studied "The Relationship between Job Satisfaction and Performance". According to his findings the relationship between job satisfaction and performance was slightly positive but the direction of causality was unclear when job satisfaction was split into extrinsic and intrinsic components.

Beatty, R.W. and James, R. Beatty¹⁴ (1975) in their study on "Longitudinal Study of Absenteeism of Hardcore unemployed" with respect to four variables e.g. Organisational wide, immediate work environment, job content and personal factors report that initial absenteeism of hard core was predicted by organisation-wide, immediate work environment and personal factors while longitudinal absenteeism was predicted by immediate work environment and job content factors.

Mallort Jose¹⁵ (1975) studied "Work Conditions". According to him various aspect of physical working environment including air, quality, heat, noise, light, work-rhythms and

13. Wanous John, P. "A Casual Co-relational Analysis of Job Satisfaction and Perfamce Relationship", Journal of Applied Psychology 1974, Vol. 59 (2) Apr.
14. Beatty R.W. and James R. Beatty; "Longitudinal Study of Absenteeism of Hard Core Unemployed", Psychological Reports, 1975, Apr.,
15. Mallort Jose; "Work Conditions", Revista de Psicalogian General Y Aplicada, 1975 (Jan-Feb.) Vol. 30 (132)

music etc. were related to the individual adjustment and working behaviour of the worker.

Mustafa Hussain and Sylvia Ronald, D.¹⁶ (1975) presented "A Factor Analysis, An Approach to Job Satisfaction". The findings of their study reveal that social variables in work situation evoke a substantial measure of satisfaction and working conditions and certain attendant rewards play a major role in determining job attitudes and adjustment.

Neider Peter¹⁷ (1975) studied "Relationship between Leadership, Level of Productivity and Satisfaction". According to his findings there was no consistent correlation between leader's behaviour and productivity. But the further findings indicate that the more workers expectation were fulfilled by their supervisors and the more responsibility and freedom of action was given by them.

Schneider B. and Snyder R.A.¹⁸ (1975) in their study "Some Relationship Between Job Satisfaction and Organisational climate." reveal that job satisfaction was correlated to the Organisational Climate in some positions but both were not strongly correlated with production data and organisational climate was not correlated with employee .

16. Mustafa Hussain and Sylvia Ronald D.; "A Factor Analysis An Approach to Job Satisfaction" Public Personnel Management 1975 (May-June) Vol. 4(3).
17. Neider Peter; "Relationship Between Leadership, Level of Productivity and Satisfaction". Gruppendynamik (Forschung und Praxis) 1975 (Apr.) Vol. 2 (6).
18. Schneider, B. and Snyder, R.A.; "Some Relationship between Job Satisfaction and Organisational Climate" Journal of Applied Psychology, 1975, Vol. 60 (3) June

turn-over data.

Hasan, S.S.¹⁹ (1976) in his study on "Social Adjustment of the workers in an Industrial Colony", reports that social adjustment of the workers were associated to their family, friends, caste and class, Co-workers, Supervisors and management authorities etc. and it ultimately affected the working efficiency and out put of the workers.

Matloob Abdul Rashid²⁰ (1976) in his Study on "A Critical Study of Industrial Relations in Public Sector Unit of Kashmir", reveal that the sound system of social relations have a significant role in job satisfaction and individual adjustment. The results further indicate that enactment of labor legislation and participation in decision-making leads to a better adjustment toward the organisation.

Norton Steven, D.²¹ (1976) studied "Employee - Centred Management, Participation in Decision-making and satisfaction with work itself". According to his findings satisfaction was correlated with employee centred management and participation but this correlation was less than those for satisfaction with working environment.

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19. Hasan, S.S.; "Social Adjustment of the Workers in an Industrial Colony; A study of Kasimpur Power House", Department of Sociology, A.M.U., Aligarh, 1976.
 20. Matloob Abdul Rashid; A Critical Study of Industrial Relations in Public Sector Units of Kashmir, Department of Commerce, A.M.U., 1976, Aligarh.
 21. Norton Steven, D.; "Employee Centred Management; Participation in Decision Making and Satisfaction with work itself, Psychological Reports 1976 (Apr.) Vol. 38 (2)

Oldham Rag, R., Hackman, J. Richard, and Pearce Jone L.²² (1976) analysed the "Conditions Under Which Employees Respond Positively to Enriched Work", had reported that employees who had strong growth needs and also were satisfied with work context (i.e., with their pay, job-security, co-workers and supervisors) responded more positively to enriched work than employees who had weak needs for growth and who were dissatisfied with work-context.

Singhal Sushila²³ (1976) Analysed the "Need Gratification and perceptions of Job Incentives". According to her findings safety was the most important need and other needs mentioned were for autonomy and self actualisation and important job incentives were opportunity for promotions, opportunity for training and good working conditions.

Strauss George²⁴ (1976) studied "Worker's Dissatisfaction; A Look at Causes". His findings reveal that unsteadiness work, low income, job insecurity, inadequate fringe benefits and tyrannical supervision etc. were the important causes of worker's dissatisfaction.

22. Oldham Rag R., Hackman J., Richards and Pearce Jone, L.; "Conditions Under which Employees respond Positively to Enriched Work", Journal of Applied Psychology, 1976, Vol. 61 (4) Aug.

23. Singhal Sushila; "Need Gratification and Perceptions of Job Incentives", Indian Journal of Social Work, 1976 Vol. 37 (1) Apr.

24. Strauss George; "Worker Dissatisfaction; A Look at the causes", Journal of Employment Counselling 1976, Vol.13 (3) Sept.

Arne, J. Kalleberg²⁵ (1977) in his study on "Work Values and Job Rewards; A Theory of Job Satisfaction" reveal that work values and job rewards were associated with the six dimensions of work, e.g., intrinsic, Convenience, financial, relations with co-workers, career opportunities and resource adequacy.

Cumming T.G. and Mollay, E.S.²⁶ (1977) studied "Improving Productivity and Quality of Work Life", The findings of the study reveal that autonomous work-group, job restructuring, participative management, Organisational wide change, Organisational behaviour modifications and flexible working hours were the important factors in improving productivity and job satisfaction.

Koach James L.²⁷ (1977) in his study on "Work Values and Job Rewards; A Theory of Job Satisfaction". According to his findings the work values and job rewards were associated with the six dimensions of work e.g., intrinsic, convenience, financial, relations with co-workers, career opportunities and resource adequacy.

Simond Marcel²⁸ (1977) studied conditions of Labor and the Health of Workers". The findings of the study reveal

25. Arne L. Kalleberg; "Work Values and Job Rewards, A Theory of Job Satisfaction", American Journal of Sociolology, 1977, Vol. 42, No. 1.

26. Cumming T.G. and Mollay, E.S.; "Improving Productivity and Quality of Work Life", New York, NY Praeger, 1977

27. Koach James L.; "Status Incensistency and Technicians Work Adjustment" Journal of Occupational Psychology, 1977, Vol. 50(2) June

28. Simond Marcel; "Conditions of Labor and Health of Workers; The Case of Rotational Labour Regime", Sociologie of Societies, 1977 (Apr.) 9, 1, (PRE).

that shift workers were more affected by the difficulties of sleeping and digestion than regular workers.

Bhargava, Y.N.²⁹ (1978) presented his study on "A Comparative study of Job Motivation of Various Professional Groups". According to his findings achievement growth and social status were found equally motivating factors in police personnel, doctors and advocates and only slight difference was observed on individual factors.

Ronen Simcha³⁰ (1978) in his study on "Job Satisfaction and Neglected variables of Job Seniority" reveal that Job satisfaction was found higher according to the job seniority of the workers.

Voydanoff Patricia³¹ (1978) studied "The Relationship between perceived Job Characteristic and Job Satisfaction among occupational status group" and observed that intrinsic and extrinsic characteristics (e.g. self-expression, role strain, financial rewards and promotions) contribute to the overall job satisfaction and adjustment.

29. Bhargava, Y.N.; "A comparative study of Job Motivation of various Professional Groups", Department of Psychology, A.M.U., Aligarh, 1978.

30. Ronen Simch; "Job Satisfaction and neglected variables of Job Seniority", Human Relations, 1978, Apr., Vol.31 (4)

31. Voydanoff Patricia; "The Relationship between Perceived Job Characteristics and Job Satisfaction Among Occupational Status Group", Sociology of Work and Occupations, 1978, 5, 2, May.

Wright James D. and Richard F.H.³² (1978) in their study on "Work Satisfaction and Age", reveal that older people were more satisfied with their jobs than were younger people. They suggested three reasons e.g.:

- (1) Present generation subscribes to post material values, causing greater discontent with industrial system,
- (2) the old have reduced their expectations and
- (3) older simply have better jobs.

Levy L.C.³³ (1980) studied "Socio-Technical systems, Research Trends" with reference to:

- (a) Structural and technological variables
- (b) Social aspects of the work environment and patterns of behaviour to which they were related.

Pierce, J.L. and Newstorm J.W.³⁴ (1980) in their study "Toward a Conceptual Clarification of Employee Response to flexible working hours; A Work Adjustment Approach" reveal that flexible working hours affected employee satisfaction, performance, absenteeism, tenure, organisational commitment and job involvement.

32. Wright James D. and Richard, F.H.; "Work Satisfaction and Age, Some Evidences for the Job Changes Hypothesis", Social Forces, 1978, 56, 4, June

33. Levy; "Socio-Technical Systems; Research Trends", (Fren) Bulletin De Psychologic, 1979-80, Vol. 33 (4-11)

34. Pierce, J.L. and New Storm, J.W.; "Toward a Conceptual Clarification of Employee Response to Flexible Working Hours; A Work Adjustment Approach".., Journal of Management, 1980 (FAL), Vol. 6 (2).

Harmer Tove and others³⁵ (1981) studied the "Absenteeism When Workers have a Voice --- ". According to them voluntary absenteeism was primarily dependent on organisational and financial factors and it declined after transfer to employee ownership but job satisfaction was not a predictor of it.

Welsch, H.P. and Lavan Helen³⁶ (1981) in their study on "Interrelationship between organisational Commitment and Job Characteristics, Job Satisfaction, Professional Behaviour and Organisational Climate" Observed that Organisational climate, power, team work, regarding professional journals, satisfaction with work and promotional opportunities, age, job grade level, tenure and length of professional employment were positively related to organisation Commitment and job satisfaction.

Dalinger Kurt Hans³⁷ (1982) studied "Self actualization and Employee Turn-Over". His findings reveal that there was no relationship between self actualization and employee turn-over but contra-productive (turn-over) behaviour was associated with the adjustment of work environment of the organisation.

35. Harmer Tove, Landlaw Jacqueline and Stern Robert, N.; "Absenteeism when workers have a voice; The case of employee ownership" Journal of Applied Psychology, 1981, Vol. 66(5) Oct.

36. Welsch, H.P. and Lavan Helen; "Interrelationship between Organisational Commitment and Job Characteristic, Job Satisfaction, Professional Behaviour and Organisational Climate", Human Relations, 1981, Vol. 34(12) Dec.

37. Dallinger Kurt Hans; "Self-Actualization and Employee Turn-over", United States International University, 1982

David W.R.³⁸ (1982) in his study examined "Employee's intent to leave Organisation". According to his findings Job satisfaction, participative communication, satisfaction with the co-workers, pay, opportunity for promotions and fairness were important reasons that were related to employee's intent to leave.

Deis Douglas Lee³⁹ (1982) analysed "Trust and Efficiency in Organisation; The Impact on Satisfaction and Performance". The findings of the study reveal that supervisor and evaluation of performance was significantly correlated with trust and efficiency with any other climatic variables of the organisation. The findings also reveals that trust and efficiency were found related to the satisfaction and performance.

Iosif, Gh., Popescu, E.L. and Weintraub Z.⁴⁰ (1982), in their study "Psychological Premises of Enhancing work Efficiency" have recommended that personal, work related, financial, external and environmental are some of the important characteristics that affect work efficiency.

38. David, W.R.; "Intent to Leave; A Multivariate, Multi-Organisational Study", Briston University, School of Management, 1982.

39. Deis Douglas Lee; "Trust and Efficiency in Organisations; The Impact on satisfaction and Performance". University of Utah, 1982.

40. Iosif, Gh., Popescu, E.L. and Weintraub, Z.; "Psychological Premises of Enhancing work efficiency: Reliability and content and construct validity of measurements of factors which affect work satisfaction and efficiency", 1982, (Oct.-Dec.) Vol. 28 (4)

Obradovic Gradimir⁴¹ (1982) studied the "Causes of Slow Down in Production Process". He observes that reasons of slow down production were technological, organisational, personal or socio-psychological.

Tausky Curt⁴² (1982) in his study on "Productivity Incentive and Quality of Work Life", states that the nature of work, pay and job security were the primary interest of the employees. His findings further reveal that package of incentives, challenging work and profit sharing job security had a decisive role in the motivation and in enhancing the quality of work life.

Veale David John⁴³ (1982) in his study on "Organisational Status and Employee Attitude" reveal that organisational status have a positive relation with attitude towards autonomy, upward communication, work satisfaction, pay and treatment etc.

Birgitta Berglund and Others⁴⁴ (1983) studied "Do Sick-Building Syndrome affect human Performance". The findings of the study reveal that inadequate physical indoor environment produce headache and eye irritations etc. and ultimately it affects individual adjustment and working performance.

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41. Obradovic Gradimir; "Causes of Slow-Down in Production Process; Actual Engagement in work and the Productivity of Labor Social Aspects". Socioloski Preglad, 1982, 16, 3 (SCR).
 42. Tausky Curt; "Productivity Incentives and the Quality of Work Life National Forum 1982, 62, 2, Spring.
 43. Veale David John; "Organisational Status and Employee Attitude University California, Santaeruz, 1982.
 44. Birgitta B., B. Ulf and E. Trygy; "Do Sick Building Syndrome affect human Performance". Report from the Deptt. of Psychology University Stockholm, Sweden 1983, (Sep.)

Gramblette, P.L.J.⁴⁵ (1983) in his study on "Job Satisfaction as a function of Worker and Supervisor Characteristics" reveals that job satisfaction was associated with the worker's individual characteristics (e.g. age, gender and length of employment) and Organisational Characteristics (e.g. Leadership behaviour).

Dussing Andre⁴⁶ (1983) studied "Work Situation and Job Satisfaction". He observe that work situation play a very significant role in the job satisfaction and in adjustment of the workers.

Gavrilovich, B.N.⁴⁷ (1983) investigated the "Social Factors in Increasing the Quality of Production". His findings reveal that irregular supply of schedules, inadequate labour conditions, inferior equipment, insensitive management and various those factors not directly tied to employment were the reasons of decreasing quality and productivity.

Mustafa, S.M.⁴⁸ (1983) in his study on "A study of Labour Problems in Sugar Industry of Eastern U.P.", reveal that absenteeism, labour turn-over and lowering productivity were found on account of inadequate job conditions e.g.

45. Gramblette, P.L.J.; "Job Satisfaction as a function of Worker and Supervisor Characteristic", Industrial Psychology, 1983

46. Dussing Andre; "Work Situation and Job Satisfaction", Kolner Zeitschrift fur Sociologic and Sozial Psychologie, 1983, 35, 4 (Dec.)

47. Gavrilovich, B.N.; "Social Factors in Increasing the Quality of Production", Sotsiologicheskii, Issledovaniya 1983, 10, 1, Jan-March.

48. Mustafa, S.M.; "A study of Labour Problems in Sugar Industry of Eastern Uttar Pradesh" Department of Commerce, Aligarh Muslim University, Aligarh, 1983.

wages, bonus, housing and medical facilities, promotional opportunities, shift duties, social and welfare provisions etc.

Santhamani, V.S.⁴⁹ (1983) studied the "Job Involvement of R and D Personnel". He observes that job involvement was significantly correlated with the interpersonal relationship, recognition, promotions and supervision etc.

Shamir Boas⁵⁰ (1983) in his study, "Some Antecedents of work-non-work Conflicts", observes that job satisfaction and organisational role conflict were found to be directly related to the level of inter-role conflict.

Tezanos Josefelix⁵¹ (1983) studied the "Work Satisfaction and Industrial Society". His findings reveal that personal, economic, work-related, ideological and attitudinal aspects were the important factors of work satisfaction and adjustment at the work place.

Abiona, O.O.⁵² (1984) studied "The African Proletariat in Industrial Employment". According to his findings the poor work performance was due to the break down of machines, inadequate training, poor and irregular wages and environmental factors.

49. Santhamani, V.S.; "Job Involvement of R and D Personnel" Journal of Psychological Researches 1983, Vol.27(2) May.

50. Shamir Boas; "Some Antecedents of Work Non-Work Conflicts" Journal of Vocational Behaviour 1983, 23, 1, Aug.

51. Tezanos Josefelix; "Work Satisfaction and Industrial Society; An Approach to the study of Attitudes Towards work Among Madrid", Revista Espanda de Investigaciones Sociologica, 1983, 22, Apr.

52. Abiona, O.O.; "The African Proletariat in Industrial Employment", Journal of International Social Sciences, 1984. 36. 2.

Biggers Thompson and Walker Barbara⁵³ (1984) in their study on "The Environment as Information, An Examination of Mechanism of Environmental Effect on Behaviour". The findings reveal that pleasure were significantly higher in pleasant environment than in unpleasant environment and it influence on many levels of human behaviour including interpersonal small group and organisational behaviour.

Gains Lary K. and others⁵⁴ (1984) in their study on "Police Officer's Perception of Promotions as source of Motivation"., reveals that police officers felt higher order need (Social) were more important than lower order need (Security) and people were more satisfied with their needs when they were promoted.

Helander Jan Om⁵⁵ (1984) studied "Industrial Gernotology", his findings reveal that persons can not use the full degree of their abilities because of environmental factor that cause psychological and mental "wear and tear". Excessive or deficient work loads can both lead to stress and work place regulations and demands may result in requests for early retirement. To perform work with the minimum account of stress, it is necessary to achieve a certain

53. Biggers Thompson and Walker Barbara; "The Environment as Information; An Examination of the Mechanism of Environmental Effect on Behaviour", Psychology; A Quarterly Journal of Human Behaviour 1984, Vol. 21 (3-4).

54. Gains Lary, K., Van Tubergen, H., and Paiva Michael, A.; "Police Officer's Perceptions of Promotions as a source of Motivation" Journal of Criminal Justice 1984, Vol.12(3).

55. Helander Jan Om; "Industrial Gernotology", Psykisk Halsa, 1984, Vol. 25 (4).

rhythm between work and rest, which varies from person to person. It is suggested that work schedules productivity requirements and pensions should be re-examined and changed to meet individual needs. The need to take into account the aging process in industry is stressed.

Joice, W.F. and Slocum, J.W.⁵⁶ (1984) studied "Collective Climate; Agreement as a basis for defining aggregate climates in Organisation", their findings reveal that organisational climate e.g., rewards, autonomy, motivations to achieve, management insensitivity, closeness of supervision and peer relations were significantly correlated with the employee's adjustment, performance and job satisfaction.

Lal Das D.K.⁵⁷ (1984) in his study on "Some Factors Affecting Absenteeism" hold that differences in workers rates of absenteeism depend to some extent on such factors as job attitudes, company satisfaction and interpersonal relations. It follows that the chronic absentees and regular workers can be distinguished by their perceptions of work situation and its constitutional factors. He further observed that unfavourable attitudes towards one's job were

56. Joice, W.F. and Slocum, J.W.; "Collective Climate; Agreement as a basis for defining aggregate climate in organisation", Journal of Academy of Management, 1984, Vol. 27 (4) Dec.

57. Lal Das, D.K.; "Some Factors Affecting Absenteeism", Indian Journal of Social Work, 1984 (Oct.) Vol. 45 (3).

the primary cause of chronic absenteeism. Other significant factors in absenteeism were found to be negative interpersonal relations and lower level of satisfaction with the company.

Lavy, Chain⁵⁸ (1984) studied "Perceived Effect of Direct and Indirect Participation by Employees; Perceptual and Motor skills". Results of the study indicate that direct employee participation is positively associated with stronger perceived participation whereas indirect participation is associated with activity, perceptions of delay in decisions, and the belief that supervisors are not likely to take more responsibility than is necessary.

Mirza Masood Ali⁵⁹ (1984) in his study on "Workers Participation in Public Sector Enterprises with Special Reference to Hindustan Insecticides Ltd.," reveal that worker's participation reduces a smooth functioning among the co-workers and loyalty and responsibility towards the organisation and reduces dissatisfaction against company and management and motivate the worker for higher production.

58. Lavy, Chain; "Perceived effect of direct and indirect participation by employees; Perceptual and Motor skills", Psychological Abstract, 1984 (Aug.), Vol. 59 (1).

59. Mirza Masood Ali; "Worker's Participation in Public Sector Enterprises with Special Reference to Hindustan Insecticides Ltd.", Commerce Department, Aligarh Muslim University, Aligarh, 1984.

Mottaz, Clifford⁶⁰ (1984) studied "Education and Work Satisfaction". According to their findings education had an indirect positive effect but a direct negative effect on overall work satisfaction. Results suggest that education may have increased work satisfaction by increasing work rewards. Moreover, it appears that most of the educational pay off was in terms of intrinsic rewards such as task autonomy, task significance and task involvement. Findings further indicate that education that did not lead to greater intrinsic rewards, significantly reduced work satisfaction. Thus, for supervisors who reported equal levels of intrinsic rewards, work satisfaction tended to be considerably lower among the better educated supervisors. This effect appears to be due to the higher aspirations or work values associated with increased education.

Noweir Madbuli H.⁶¹ (1984) in his study on "Noise exposure as related to productivity, disciplinary actions, absenteeism, and accidents among textile workers", reveal that the department with high noise levels (above 90 db) had more disciplinary actions and absenteeism and lesser productivity than those in the departments with low noise exposure (below 90 db)

60. Mottaz, Clifford; "Education and Work Satisfaction", Human Relations, 1984, (Nov.), Vol. 37 (11).

61. Noweir Madbuli, H.; "Noise Exposure as Related to Productivity, Disciplinary Actions, Absenteeism and Accidents among Textile Workers", Journal of Safety Research, 1984, (Win.), Vol. 15 (4).

Rosenthal Leslie, A. and Howe Maryot, C.⁶² (1984) studied "Activity Patterns and Liesure Concepts; A comparison of Temporal Adoptation among day Vs night shift workers". their findings reveal that difference were found in activity patterns (Work, self-care, rest and sleep), concepts of lie-sure, perception of time and present position of life between day and night shift workers and found reduced social opportunities and community alienation imposed by night shift workers.

Shrivastava, S.K. and Pratap Swaran⁶³ (1984) in their study on "Perceptions of Job Satisfaction and Organisational Climate", observe that there was a significant relationship between job satisfaction and organisational climate.

Sperry Len⁶⁴ (1984) studied "Health Promotion and Wellness Medicines in the Work Place...". According to his findings wellness programmes in the work place should not only include education, risk appraisal and intervention and fitness but should be concerned with lighting, air quality, noise, office design and nutrition and ultimately these variables affect job satisfaction and bodily adjustment of the workers.

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- 62. Rosenthal, L.A. and Howe Maryot, C.; "Activity Patterns and Liesure Concepts; A Comparison of Temporal Adaptation Among Day Vs Night Shift Workers.
 - 63. Shrivastava, S.K. and Pratap Swaran; "Perceptions of Job Satisfasction and Organisational Climate", Perspectives in Psychological Researches, 1984, Vol. 7,(1) Apr.
 - 64. Sperry Len; "Health Promotion and Wellness Medicines in the work place programme premises and Problems Individual Psychology; Journal of Adlerian Theory Research and Practice, 1984, (Dec.), Vol. 40(4).

Behrouz Shahandeh⁶⁵ (1985) studies "Drug and Alcohol Abuse In The Work Place". According to his findings continued practice of such addictions are the manifestation of physical and psychological problems and become more accute and freequent. Nervousness, irritability, resentment and reduced morale lead to friction with co-workers and quarrels within the team. Workers behaviour may also be characterized by truculence, belligerence and physical attacks. These manifestations are accompanied by shoddy workmanship lower out put and unsound decisions that may cause or contribute to decreased productivity, missed deadlines and low business.

Ford, David L.⁶⁶ (1985) in his study on "Facets of Work Support and Employee Work Outcomes: An Exploratory Analysis". The findings of the study strongly suggest that emotional support in the prediction of work outcomes, implying that managers and supervisors need to provide more emotional support of employees.

Lathan, Garry, P.⁶⁷ (1985) studied "Establishment of Goals, Feed Back and Motivation of the Industrial Employees", reviews studies of goal setting theory conducted over 15 years. The setting of difficult, but achievable goals particularly if they are set with employee participation, has often increased industrial production.

65. Behrouz Shahandeh; "Drug Alcohol Abuse in the Work Place", Consequence and counter measures, International Labour Review, 1985, Vol. 124. No. 2.

66. Ford David, L.; "Facets of Work Support and Employee Work Outcomes: An Exploratory Analysis", Journal of Management, 1985, (Feb-Win.), Vol. 11 (3).

67. Lathan, Gary, P.; "Establishment of Goals, Feed Back and motivation of the Industrial Employee", Revista Inter-americana de Psicologia Occupational, 1985, Vol.4, (3).

Lee Raymond and Wilbure, Elizabeth, R.⁶⁸ (1985) in their study on "Age, Education, Job Tenure, Salary, Job Characteristics and Job Satisfaction : A Multivariate Analysis", concluded that older employees were more satisfied with the extrinsic characteristics. Job satisfaction also increased with age. Younger employees were less satisfied with their jobs.

Levin Aleksandr Efroimovich, K. Voprosu⁶⁹ (1985) in their study the "Problems of the Production Situation" showe that efficiency and productivity are positively related to satisfaction with work environment and interpersonal relation.

Meller, Yossef and Macrow, David⁷⁰ (1985) in their study on "Stydying Satisfactions in Human Service Organisations" : An Exploration". Their findings reveal that the important sources of satisfaction and dissatisfaction in services differ from those in industry. It also indicates that instruments and methodologies that have been desiged in industrial settings may create distortions when applied to himan services.

68. Lee Raymond, and Wilbur, Elizabeth, R.; "Age, Education Job Tenure, Salary, Job Characteristics and Job Satisfaction; A Multivariate Analysis", Human Relations, 1985, (Aug.), 38 (8).

69. Levin, Aleksandr Efroimovich, K. Voprosu; "A study of the problems of the Production Situation". Sotsiologischeskie Issledovaniya, 1985, 12, 3, July-Sept.

70. Meller, Yossef and Macrow David; "Studying Satisfactions in Human Service Organizations : An Exploration". The Internal Journal of Sociology and Socil Policy, 1985, 5, 2.

Milman, Vadim, E.⁷¹ (1985) studied "Working Motivation and Job Satisfaction". According to their findings job satisfaction is a product of the interaction of meaningful job motivations and working conditions. They also recommend some psychological parameters and job satisfaction.

Moch, Michael, K. and Fitzgibbons, Dale, E.⁷² (1985) studied "The Relationship between Absenteeism and Production Efficiency : An Empirical Assesement". They hold that employee absenteeism leads to decreased production efficiency. 670 workers reveal that absenteeism and department efficiency are negatively associated only (1) when production process are not highly automated, and (2) when the absence can not be anticipated in advance. Despite these limitations, however, the cost attributable to the impact of absenteeism on department efficiency are substantial. Program designed to decrease unanticipated absenteeism can result in considerable saving.

Mottaz, Clifford, J.⁷³ (1985) in their study on "The Relative Importance of Intrinsic and Extrinsic Rewards as Determinants of Work Satisfaction", reveal that intrinsic reward followed by extrinsic social rewards are powerful determinants of satisfaction across all occupational groups.

71. Milman, Vadim E.; "Working Motivation and Job Satisfaction" USSR Academy of Sciences Inst. of General and pedagogical Psychology, Moscow, 1985, (Sept-Oct.), Vol. 6, (5)

72. Moch, Michael, K. and Fitzgibbons, Dale, E.; "The Relationship between Absenteeism and Production Efficiency : An empirical Assesement", Journal of Occupational Psychology, 1985, 58, 1, Mar.

73. Mottaz, Clifford J.; "The Relative Importance of Intrinsic and Extrinsic Rewards as Determinants of Work Satisfaction", The Sociological Quarterly, 1985, 26, 3, Sept.

Extrinsic Organizational rewards appear to emerge as an important determinant in low level occupations.

Norsworthy, J.R. and Zebala, Craig, A.⁷⁴ (1985) studied "Worker Attitudes, Worker Behaviour and Productivity in the U.S. Automobile Industry". Their findings reveal that worker attitude negatively influenced productivity growth and unit costs, resulting from a failure of both management and labour to create a satisfactory work environment.

Tiwari, R.S.⁷⁵ (1985) in his study on "Sub-Optimal Non-Gainful Utilisation of Manpower in Rural Industries" hold that skill, time and energy of workers are not fully utilised due to technological and operational problems. The constraints from supply side and low demand, small size of market etc. do not permit gainful employment to the workers. The low level of productivity and value added in rural industry do not permit workers to secure an income adequate for a comfortable life, comparable to that of their counterparts in the organised sector.

74. Norsworthy, J.R. and Zebala, Craig, A.; "Worker Attitudes Worker Behaviour and Productivity in the U.S. Automobile Industry", 1959-1976, Industrial and Labour Relations Review, 1985, 38, 4, July.

75. Tiwari, R.S.; "Sub-Optimal Non-Gainful Utilisation of manpower in Rural Industries", The Indian Journal of Labour Economics, January, 1985, Vol. XXVII, No.4.

T. Lohers and Others⁷⁶ (1985) have presented "A Meta Analysis of Relation of Job Characteristics to Job Satisfaction". They hold that job satisfaction was correlated to the job characteristics of the organisations.

Zirbel, Dirk Darwin⁷⁷ (1985) studied "Job Satisfaction between Part Time and Full Time Grocery Employees". They have expressed that part time grocery employees were less satisfied with their jobs than were full time employees, especially in the areas of intrinsic factors. The major differences in attitude between the two groups were found to involve intrinsic factors such as recognition, career goals and employee management communication.

Martin, Jack K. and Miller, George, A.⁷⁸ (1986) in their study on "Job Satisfaction and Absenteeism : Organizational Individual and Job Related Correlates, Work and Occupation". They hold that only significant association with absenteeism is the anticipated negative relationship of satisfaction. There is no evidence that correlates of job satisfaction generalize their effects to reported

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76. T. Lohers Brain, Raymond, A. Noe and Nancyl Modier and Michael P. Fitzoald; "A Meta Analysis of Relation of Job Characteristics to Job Satisfaction". Applied Psychology, 1985, May, Vol. 70, No.2.
77. Zirbel, Dirk Darwin; "Job Satisfaction between Part Time Grocery Employees". Ph.D. United States International University, 1985.
78. Martin, Jack, K. and Miller George, A.; "The Job Satisfaction and Absenteeism : Organisational, Individual and Job Related Correlates". Work and Occupation, 1986, 13, 1, (Feb.).

absenteeism, rather the associations of these variables are found to be mediated by levels of satisfaction with work.

Mc Guir, Jean B. and Liro, Joseph, R.⁷⁹ (1986) studied "Flexible Work Schedule, Work Attitudes and Perceptions of Productivity". The findings reveal that greater satisfaction and productivity were found under flex time than under staggered fixed hours and standard scheduling.

Oldham, Greg R. and Fried⁸⁰ (1987) studied "Employee Reactions to work space Characteristics". Results shows that employees were most likely to withdraw from offices and to experience dissatisfaction when the following conditions were present : The office was rated as dark, few enclosures surrounded employees work areas, employees were seated close to one another, and many employees occupied the office.

An analysis of the above stated studies reveal that social scientists have analysed the problems of social adjustment and productivity from different point of views. Some social scientists have magnified the socio-psychological aspects of the problem while others have highlighted on working environmental conditions and organisational structures.

79. Mc Guir, J.B. and Liro, J.R.; "Flexible Work Schedule, Work Attitude and Perceptions of Productivity". Public Personnel Management, 1986 (Spring), Vol. 15, (1).

80. Oldham, Greg, R. and Fried Yitizhak; "Employees Reactions to work space characteristics". Journal Applied Psychology, 1987 (Feb.), Vol. 72 (1).

The problems as pointed out by social scientists can be broadly categorized under the categories of security and safety, self-actualization, need fulfilment, job satisfaction, absenteeism, interaction between management and labour promotional opportunities and fringe benefits, autonomy, incentives and motivation for promotion etc. as the important factors which play vital role in determining the social adjustment of the workers and its impact on productivity.

Some of the studies reveals that in the absence of congenial work environment adequate wages and fringe benefits, medical facilities and shift system of the organisation often lead to unpleasant relations among the co-workers and supervisors and also give rise to withdrawal behaviour pattern of workers which cause absenteeism, maladjustment etc. Which ultimately influences the productivity inversely.

Some of the findings of the researchers indicate that physical working environmental conditions like noise, heat, light, ventilation etc. also influence the working behaviour of the workers which affect adjustment and work performance. In the absence of pleasant physical working environment social scientists claim that the worker's adjustment at large would be affected negatively resulting in lesser productivity.

With the passage of time the work values of the workers are constantly changing and the older workers are comparatively more satisfied and adjusted as compared to younger workers. In order to achieve better social adjustment of the workers and higher productivity some of the researchers have recommended that social informal organisations be encouraged to play role in the achievement of these objectives.

Chapter III

PLAN AND PROCEDURE

Chapter III

PLAN AND PROCEDURE

In the previous chapter some selected studies related to the problem have been reviewed. The present chapter deals with the plan and procedure of the present study.

Sample of the Study:

✓ The sample of the present study was drawn from the workers serving in glass industries situated at Ferozabad, District Agra. ✓ There are in all thirteen registered glass industries at Ferozabad. ✓ The investigator has collected data from three industries only because the three selected industries namely Shankar Novelty Glass Industry, Mona Glass Enterprise and Adarsh Glass Works are comparatively older and employ a good number of workers in them. Further more some of the un-registered industries did not on account of their whims and doubts allowed the investigator to conduct the survey in their factories. Hence on account of these limitations the investigator had to restrict the investigation to the above stated industries

where all co-operation was extended by the proprietors and workers of the factories.

In Glass industries the major sections which constitute the industrial unit are packing, office, production, furnace and workshop. The sample of the present study was drawn from these five major sections of each factory on the basis of proportionate random method.

✓The total population of workers in all these sections of the selected factories is 1165 which constitute the universe out of which 382 (32.789 %) respondents have been selected.✓

The sample drawn from the five sections of the factories can reasonably be considered to be representative of the total population as these sections constitute the majority population working in these factories. Respondents from each section were interviewed by the investigator personally and care was taken to ensure that the selected sample represent the universe proportionately. The sample drawn is presented in table No. 1

Table No. 1

Total Population And Sample

Name of the Factory	PACKING			OFFICE			PRODUCTION			FURNACE			WORK SHOP			Grand Total No.	Sample	Percentage
	Total No.	Sample	Percen- tage	Total No.	Sample	Percen- tage	Total No.	Sample	Percen- tage	Total No.	Sample	Percen- tage	Total No.	Sample	Percen- tage			
Shanker Novelty Glass Industry	23	11	47.8	28	11	39.3	289	89	30.8	31	7	22.6	24	10	41.7	395	128	32.405
Mona Glass Enterprise	20	8	40.0	25	9	36.0	279	93	33.7	33	10	30.3	20	8	40.0	377	128	33.952
Adarsh Glass Works	24	11	45.8	27	8	29.6	285	90	31.6	35	10	28.6	22	7	31.8	393	126	32.061
Total	67	30	44.77	80	28	35	853	272	31.88	99	27	27.27	66	25	37.878	1165	382	32.789

The above table reveals that the sample drawn is fairly proportionate section wise as shown in table No.1.

It was inaccessible to interview or contact every employee because of certain limitations and practical difficulties. In certain cases it became difficult for the investigator to detain the respondents for such a long duration and insufficient motivation on the part of some respondents were the other limitations. Moreover, it was also practically very difficult for the investigator to go again and again or to stay there for a long time because of family limitations of the investigator. Therefore, the investigator adopted proportionate sampling technique to collect the required information from the respondents.

Tools and Techniques:

The data for the present study was collected from the respondent with the help of interview schedule. The interview were conducted by the investigator who contacted all the respondents of the selected industries of Ferozabad personally. The investigator started the work of data collection in April 1987 which continued till August 1987. The responses from the workers of each section were either collected during their working hours or during the half time or during the change of shifts or after the duty hours, chiefly depending upon the cooperative adjustment of the propriorors and the workers.

The interview schedule was divided into six parts. The first part of the schedule deals with the fact finding informations about the respondents. In the remaining five parts questions related to social adjustment, working conditions, labour management relations, economic conditions and productivity respectively have been presented to elicit responses from the workers. Besides these questions investigator has also verbally enquired from the respondents about plausible reasons or shortcomings or defects in their working system and suggestions for the betterment from them.

Investigator has intentionally sought verbal inquiry from the workers because in business establishments the proprietor and workers deliberately conceal their shortcomings or defects. The workers as well as management staff on certain inquiry first sought an assurance from the investigator that their and their factories identity shall be kept strictly confidential and at any cost it shall not be disclosed which the investigator has maintained.

Statistical Techniques:

In order to analyse and interpret the data questionnaire analysis, chi-square and factor analysis techniques have been employed in the present study.

1. Question-wise Analysis:

Each item with the help of percentages has been analysed for the purpose of interpretation and discussion.

The Chi-Square test results and Factor Analysis results have been worked out with the help of computer.

2. Chi-Square Test:

Chi-Square test was applied to find out significant correlation between all the variables.

Coding Techniques;

The responses of the respondents were transformed into numerical forms. For this purpose "2" number have been given for "yes" , "0" for "No" and "1" for "undecided".

Chi-Square Formula:

$$\chi^2 = \sum \frac{E (O - E)^2}{N}$$

Where E = Expected value
O = Observational value
N = Total number

Chi-square distribution is the function of degree of freedom (df) because the distribution changes with change in the degree of freedom.

$$df = (r - 1)(c - 1)$$

Where r = row
c = column

The computations for the Chi-Square test were done using the Aligarh Muslim University Computing System VAX 11/780 using the standard computer programmes available.

Factor Analysis:

Factor analysis starts with a set of observations obtained from a given sample by means of such priori method of analysing this set of observations from their intercorrelations to determine whether the variations represented can be accounted for adequately by a number of basic categories smaller than that with which the investigation was started.

Seven variables measuring the hypothetical dimensions and subdimensions were analysed by a principal component factor analysis using a varimax rotation (VAX 11/780). The correlation matrix of the seven variables, using the method of Karl Pearson Coefficient correlation was computed.

Three (3) factors with eigenvalues over 1.0 were retained.

The mean scores of the seven items, their standard deviation, and their correlation matrix are given in tables No. 91

The three factors of the rotated factor matrix are given in table .92

The items loading high on each of the seven factors with their loadings are given. Items loading high on each of the interpretable factor were taken together to form indices dimensions and sub-dimensions correlation matrix of these indices was computed to study their inter-correlation.

Analysis of the data has been done on the Aligarh Muslim University Computing system VAX 11/780 using the standard computer programmes available.

The following programmes were used for the analysis:

CORLN for computing correlation

EIGEN for computing the eigenvalues and corresponding eigenvectors and Load for loading the factors.

Chapter IV

ANALYSIS AND INTERPRETATION OF THE DATA

Chapter IV

ANALYSIS AND INTERPRETATION OF THE DATA

The previous chapter is related to plan and procedure adopted in the collection of the data of the present study. In this chapter an attempt has been made to present question-wise analysis of each item under different categories, Chi-Square test and factor analysis technique have been employed with a view to analysis and interpretation of the data.

The items for the purposes of analysis interpretation have been categorized under the following categories.

1. Social adjustment
2. Working Conditions
- ✓ 3. Economic Conditions
4. Labour Management Relations
5. Productivity.

Social Adjustment:

Under social adjustment items have been framed to elicit responses from the respondents regarding their attitude towards those social and working conditions which are either positive or negative in determining the social adjustments of the workers which influences working efficiency of the employees and productivity in general.

Question No. 1: Do you feel mentally satisfied after completing your work ?

Table No. 2

Type of Response	Number	Percentage
Yes	122	31.94
Undecided	44	11.52
No	216	56.54
Total	382	

The above table reveals that 31.94 per cent of the workers agree with the statement; while 11.52 per cent of the workers are uncertain and 56.54 per cent of the workers disagree with the statement.

It can be concluded that majority of the workers 56.54 per cent are psychologically dissatisfied as far as their mental satisfaction toward their assigned job is concerned.

Question No. 2: Are you dissatisfied with the behaviour of your fellow workers ?

Table No. 3

Type of Response	Number	Percentage
Yes	48	12.57
Undecided	23	6.02
No	311	81.41
Total	382	

The above table reveals that 12.57 % of the workers agree with the statement; while 6.02 % of the workers are undecided and 81.41 % of the workers disagree with the statement.

It can be concluded that majority of the workers (81.41 %) are satisfied with the behaviour of their fellow workers.

Question No. 3: Do you think that the management of your organization do not entertain complaints secretly from the workers against each other ?

Table No. 4

Type of Response	Number	Percentage
Yes	242	63.35
Undecided	38	9.95
No	102	26.7
Total	382	

The above table reveals that (63.35 %) of the workers agree with the statement; while 9.95 % of the workers are undecided and 26.7 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (63.35 %) do believe that their fellow workers do not report against each other to the management.

Question No. 4: Does your colleagues have any reservation in visiting your house on festivals and on other social occasions ?

Table No. 5

Type of Response	Number	Percentage
Yes	27	7.07
Undecided	52	13.61
No	303	79.32
Total	382	

The above table reveals that 7.07 % of the workers agree with the statement; while 13.61 % of the workers are uncertain and 79.32 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (79.32 %) have no reservations in visiting their colleagues. It indicates that the workers socially interact among themselves. Such interaction, it is expected provide the chances of developing congenial relationships among workers. Which amount to better social adjustment.

Question No. 5: Do you think that whatever facilities you are getting, it is not because of the activities of your unions ?

Table No. 6

Type of Response	Number	Percentage
Yes	308	80.63
Undecided	43	11.26
No	31	8.11
Total	382	

The above table reveals that 80.63 % of the workers agree with the statement; while 11.26 % of the workers are indifferent and 8.11 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (80.63 %) hold that whatever facilities they are getting is not because of the activities of the Union.

Question No. 6: Do you relish to have your meals in the company of your co-workers who are not of your caste ?

Table No. 7

Type of Response	Number	Percentage
Yes	104	27.23
Undecided	51	13.35
No	227	59.42
Total	382	

The above table reveals that 27.33 % of the workers agree with the statement; while 13.35 % of the workers are uncertain and 59.42 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (59.42 %) do not relish to have meals in the company of other fellow workers.

It can be submitted that on account of caste considerations or other reason the workers do maintain some social distance also.

Question No. 7: Do you think that the smooth and efficient working of a factory is possible only when members of one community work together ?

Table No. 8

Type of Response	Number	Percentage
Yes	277	72.51
Undecided	42	10.99
No	63	16.5
Total	382	

The above table reveals that 72.51 % of the workers agree with the statement; while 10.99 % of the workers are undecided and 16.5 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (72.51 %) do feel that smooth and effective working of a factory depend on caste or community. This again indicates that caste considerations are also operative in industries as far as social adjustment and working is concerned.

Working Conditions:

Under working conditions questions relate to those physical and social environment of work-place in which workers are exposed to work.

Question No. 8: Do you get the required working material easily ?

Table No. 9

Type of Response	Number	Percentage
Yes	62	16.23
Undecided	76	19.90
No	244	63.87
Total	382	

The above table reveals that 16.23 % of the workers agree with the statement; while 19.90 % of the workers are indifferent and 63.87 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (63.87 %) have a feeling that they do not get working material easily. This feeling if it persists for long may develop among the workers a feeling of indifference of the workers towards work which may affect production negatively.

Question No. 9: Does your managment take appropriate steps
in maintaining cleanliness of your work
place ?

Table No. 10

Type of Response	Number	Percentage
Yes	99	25.92
Undecided	69	18.06
No	214	56.02
Total	382	

The above table reveals that 25.92 % of the workers agree with the statement; while 18.06 % of the workers are uncertain and 56.02 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (56.02 %) do not feel that management is fully concious about sanitation practices which are required in a factory system.

Question No. 10: Do you feel that the spatial area of your work place is small ?

Table No. 11

Type of Response	Number	Percentage
Yes	163	42.67
Undecided	138	36.13
No	81	21.2
Total	382	

The above table reveals that 42.67 % of the workers agree with the statement; while 36.13 % of the workers are undecided and 21.2 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (42.67 %) are not satisfied with the physical area of the work place in which they have to work.

Question No. 11: Do you think that the emergency light provisions at your work place are inadequate ?

Table No. 12

Type of Response	Number	Percentage
Yes	56	14.66
Undecided	49	12.83
No	277	72.41
Total	382	

The above table reveals that 14.66 % of the workers agree with the statement; while 12.83 % of the workers are indifferent and 72.41 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (72.41 %) do hold that emergency light provisions are adequate which are good from the point of view of working efficiency and productivity.

Question No. 12: Does your work place have proper arrangement of windows for circulation of air ?

Table No. 13

Type of Response	Number	Percentage
Yes	56	14.66
Undecided	19	4.97
No	307	80.37
Total	382	

The above table reveals that 14.66 % of the workers agree with the statement; while 4.97 % of the workers are undecided and 80.37 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (80.37 %) do feel that there are no proper window arrangement in their factories. Which is essential for ventilation or circulation of air from the point of view of workers health and productive efficiency.

Question No. 13: Do you think that the workers should not wear shoes while working in the factories ?

Table No. 14

Type of Response	Number	Percentage
Yes	64	16.75
Undecided	66	17.28
No	252	65.97
Total	382	

The above table reveals that 16.75 % of the workers agree with the statement; while 17.28 % of the workers are uncertain and 65.97 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (65.97 %) are of the view that workers should wear shoes while on job as it may provide some physical security to the workers.

Question No. 14: Do you think that your factory has no adequate arrangements for entertainment of the workers ?

Table No. 15

Type of Response	Number	Percentage
Yes	347	90.84
Undecided	10	2.62
No	25	6.54
Total	382	

The above table reveals that 90.84 % of the workers agree with the statement ; while 2.62 % of the workers are indifferent and 6.54 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (90.84 %) have expressed that they do not have any recreational or entertainment facilities in their organization.

Question No. 15: Do you think that the workers should not work after wearing the hand gloves ?

Table No. 16

Type of Response	Number	Percentage
Yes	38	9.95
Undecided	16	4.19
No	328	85.86
Total	382	

The above table reveals that 9.95 % of the workers agree with the statement; while 4.19 % of the workers are undecided and 85.86 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (85.86 %) are of the view that persons working in glass factories in order to avoid any accident should wear hand gloves while on duty.

Question No. 16: Do you feel that your working hours are satisfactory ?

Table No. 17

Type of Response	Number	Percentage
Yes	125	32.72
Undecided	82	21.47
No	175	45.81
Total	382	

The above table reveals that 32.72 % of the workers agree with the statement; while 21.47 % of the workers are uncertain and 45.81 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (45.81 %) do not feel satisfied with their working hours.

Question No. 17: Are you satisfied with your rest pause during working hours ?

Table No. 18

Type of Response	Number	Percentage
Yes	39	10.21
Undecided	35	9.16
No	308	80.63
Total	382	

The above table reveals that 10.21 % of the workers agree with the statement; while 9.16 % of the workers are indifferent and 80.63 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (80.63 %) are not satisfied with their rest pause facility during working hours.

Question No. 18: Are you satisfied with shift duties system ?

Table No. 19

Type of Response	Number	Percentage
Yes	140	36.65
Undecided	95	24.87
No	147	38.48
Total	382	

The above table reveals that 36.65 % of the workers agree with the statement; while 24.87 % of the workers are uncertain and 38.48 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (38.48 %) do not like shift duties system.

Question No. 19: Do you think that your work has no harmful effects on your health ?

Table No. 20

Type of Response	Number	Percentage
Yes	104	27.23
Undecided	9	2.36
No	269	70.41
Total	382	

The above table reveals that 27.23 % of the workers agree with the statement; while 2.36 % of the workers are undecided and 70.41 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (70.41 %) think that their work do have harmful effects on their health .

Question No. 20: Do you think that your shift duty system produce hinderence in your family and social obligations ?

Table No. 21

Type of Response	Number	Percentage
Yes	117	30.63
Undecided	31	8.12
No	234	61.25
Total	382	

The above table reveals that 30.63 % of the workers agree with the statement; while 8.12 % of the workers are uncertain and 61.25 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (61.25 %) have a feeling that shift duty system do produce hinderence in their familial and other social obligations.

Question No. 21: Does your working appliances are replaced easily on being damaged ?

Table No. 22

Type of Response	Number	Percentage
Yes	75	19.63
Undecided	86	22.51
No	221	57.86
Total	382	

The above table reveals that 19.63 % of the workers agree with the statement; while 22.51 % of the workers are indifferent and 57.86 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (57.86 %) feel that their working appliances are not replaced easily on being damaged.

Question No. 22: Does your industry has appropriate first aid provisions ?

Table No. 23

Type of Response	Number	Percentage
Yes	51	13.35
Undecided	47	12.30
No	284	74.35
Total	382	

The above table reveals that 13.35 % of the workers agree with the statement, while 12.30 % of the workers are undecided and 74.35 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (74.35 %) feel that their industries do not have appropriate first aid provisions.

Labour Management Relations:

Under the category of relationship between management and workers items have been framed to get responses from the respondents highlighting the type of social relationship operating among the management and workers.

Question No. 23: Does your management hold sympathetic attitude towards you ?

Table No. 24

Type of Response	Number	Percentage
Yes	86	22.51
Undecided	150	39.27
No	146	38.22
Total	382	

The above table reveals that 22.51 % of the workers agree with the statement; while 39.27 % of the workers are uncertain and 38.22 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (39.27 %) are undecided on this question.

Question No. 24: Does your management give no due attention to the problems connected with your work ?

Table No. 25

Type of Response	Number	Percentage
Yes	172	45.03
Undecided	92	24.08
No	118	30.89
Total	382	

The above table reveals that 45.03 % of the workers agree with the statement; while 24.08 % of the workers are indifferent and 30.89 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (45.03 %) feel that their management do not pay due attention to the problems connected with their work.

Question No. 25: The Management Personnel do not visit
you on festivals or on occasions ?

Table No. 26

Type of Response	Number	Percentage
Yes	329	86.13
Undecided	19	4.97
No	34	8.9
Total	382	

The above table reveals that 86.13 % of the workers agree with the statement; while 4.97 % of the workers are uncertain and 8.9 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (86.13 %) have expressed that their management personnel do not visit them on festivals or on ceremonies.

Question No. 26: Your Management do not acknowledge your personal abilities ?

Table No. 27

Type of Response	Number	Percentage
Yes	212	55.50
Undecided	88	23.04
No	82	21.46
Total	382	

The above table reveals that 55.50 % of the workers agree with the statement; while 23.04 % of the workers are undecided and 21.46 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (55.50 %) have expressed that their management does not acknowledge their personal abilities.

Question No. 27: Does your management sanction casual leaves easily ?

Table No. 28

Type of Response	Number	Percentage
Yes	90	23.56
Undecided	72	18.85
No	220	57.59
Total	382	

The above table reveals that 23.56 % of the workers agree with the statement; while 18.85 % of the workers are indifferent and 57.59 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (57.59 %) feel that their management do not sanction casual leaves to them easily.

Question No. 28: Your Management do not punish you without any reasons ?

Table No. 29

Type of Response	Number	Percentage
Yes	318	83.25
Undecided	40	10.47
No	24	6.28
Total	382	

The above table reveals that 83.25 % of the workers agree with the statement; while 10.47 % of the workers are undecided and 6.28 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (83.25 %) have expressed that their management do not punish them without any reason.

Question No. 29: Your Management seek no advise for the workers related to the progress of the factory ?

Table No. 30

Type of Response	Number	Percentage
Yes	301	78.80
Undecided	48	12.57
No	33	8.63
Total	382	

The above table reveals that 78.80 % of the workers agree with the statement ; while 12.57 % of the workers are indifferent and 8.63 % of the workers disagree with the statement.

It can be concluded that majority of the workers (78.80 %) hold that their management does not seek their advise in matters related to the progress or development of the factory.

Question No. 30: Your management do not provide the essential facilities as laid down in the factory act ?

Table No. 31

Type of Response	Number	Percentage
Yes	163	42.67
Undecided	115	30.10
No	104	27.23
Total	382	

The above table reveals that 42.67 % of the workers agree with the statement ; while 30.10 % of the workers are undecided and 27.23 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (42.67 %) feel that their management do not provide the essential facilities as laid down in the factory act.

Question No. 31: Do you get the hand gloves from the management ?

Table No. 32

Type of Response	Number	Percentage
Yes	116	30.37
Undecided	36	9.42
No	230	60.21
Total	382	

The above table reveals that 30.37 % of the workers agree with the statement ; while 9.42 % of the workers are uncertain and 60.21 % of the workers disagree with the statement.

It can be concluded that majority of the workers (60.21 %) have expressed that they do not get hand gloves from the management.

Question No. 32: Do you think that labour Officers are not helpful in solving the problems of the workers ?

Table No. 33

Type of Response	Number	Percentage
Yes	149	39.01
Undecided	88	23.04
No	145	37.95
Total	382	

The above table reveals that 39.01 % of the workers agree with the statement ; while 23.04 % of the workers are indifferent and 37.95 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (39.01 %) have expressed that the labour officers are not helpful in solving the problems of the workers.

Question No. 33: Do you think that the workers are not responsible for lock outs in the factory ?

Table No. 34

Type of Response	Number	Percentage
Yes	184	48.17
Undecided	50	13.09
No	148	38.74
Total	382	

The above table reveals that 48.17 % of the workers agree with the statement ; while 13.09 % of the workers are undecided and 38.74 % of the workers disagree with the statement.

It can be concluded that majority of the workers (48.17 %) feel that workers are not responsible for lock outs in the factory.

Question No. 34: Do you think that lock outs are held on account of workers dissatisfaction ?

Table No. 35

Type of Response	Number	Percentage
Yes	134	35.08
Undecided	62	16.23
No	186	48.69
Total	382	

The above table reveals that 35.08 % of the workers agree with the statement; while 16.23 % of the workers are indifferent and 48.69 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (48.69 have expressed that lock outs are not held on account of worker's dissatisfaction.

Economic Conditions:

Under the category of income items are related to the wages or salary, bonus and other fringe benefits etc.

Question No. 35: Are you not satisfied with your wages ?

Table No. 36

Type of Response	Number	Percentage
Yes	345	90.31
Undecided	20	5.24
No	17	4.45
Total	382	

The above table reveals that 90.31 % of the workers agree with the statement ; while 5.24 % of the workers are undecided and 4.45 % of the workers disagree with the statement.

It can be concluded that majority of the workers (90.31 %) have expressed that they are not satisfied with their present wages.

Question No. 36: Are you unable to save money out of your wages ?

Table No. 37

Type of Response	Number	Percentage
Yes	324	84.82
Undecided	17	4.45
No	41	10.73
Total	382	

The above table reveals that 84.82 % of the workers agree with the statement ; while 4.45 of the workers are indifferent and 10.73 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (84.82 %) feel that they are unable to save money out of their salary.

Question No. 37: Do you get bonus ?

Table No. 38

Type of Response	Number	Percentage
Yes	93	24.35
Undecided	29	7.59
No	260	68.06
Total	382	

The above table reveals that 24.35 % of the workers agree with the statement ; while 7.59 % of the workers are uncertain and 68.06 % of the workers .. disagree with the statement.

It can be concluded that majority of the workers (68.06 %) have expressed that they are not getting bonus.

Question No. 38: Are you dissatisfied with the amount of your bonus ?

Table No. 39

Type of Response	Number	Percentage
Yes	346	90.58
Undecided	19	4.97
No	17	4.45
Total	382	

The above table reveals that 90.58 % of the workers agree with the statement; while 4.97 % of the workers are indifferent and 4.45 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (90.58 %) are not satisfied with the amount of their bonus which they are getting.

Question No. 39: Do you not borrow money from others to fulfil your needs ?

Table No. 40

Type of Response	Number	Percentage
Yes	86	22.51
Undecided	31	8.12
No	265	69.37
Total	382	

The above table reveals that 22.51 % of the workers agree with the statement; while 8.12 % of the workers are undecided and 69.37 % of the workers disagree with the statement.

It can be concluded that majority of the workers (69.37 %) have expressed that they do borrow money from others in order to fulfil their needs.

Question No. 40: Does your factory has no provisions of extending loans to the workers on interest ?

Table No. 41

Type of Response	Number	Percentage
Yes	356	93.19
Undecided	11	2.88
No	15	3.93
Total	382	

The above table reveals that 93.19 % of the workers agree with the statement ; while 2.88 % of the workers are uncertain and 3.93 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (93.19 %) have expressed that their factory do not have the provisions of extending loans to the workers.

Question No. 41: Does your factory has no provision of pension ?

Table No. 42

Type of Response	Number	Percentage
Yes	335	87.70
Undecided	29	7.59
No	18	4.71
Total	382	

The above table reveals that 87.70 % of the workers agree with the statement; while 7. 59 % of the workers are indifferent and 4.71 % of the workers disagree with the statement.

It can be concluded that majority of the workers (87.70 %) have expressed that their factories do not provide any pension facilities.

Question No. 42: Do you think that the factories should not have the pension scheme for the workers ?

Table No. 43

Type of Response	Number	Percentage
Yes	27	7.07
Undecided	9	2.36
No	346	90.57
Total	382	

The above table reveals that 7.07 % of the workers agree with the statement ; while 2.36 % of the workers are uncertain and 90.57 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (90.57 %) have expressed that factories should have pension schemes.

Productivity:

Under the category of productivity questions have been framed to elicit responses from the respondents which have bearing with productivity.

Question No. 43: Do you think that the productivity can increase if proper air conditioning system is maintained in your factory ?

Table No. 44

Type of Response	Number	Percentage
Yes	307	80.36
Undecided	27	7.07
No	48	12.56
Total	382	

The above table reveals that 80.36 % of the workers agree with the statement ; while 7.07 % of the workers are undecided and 12.56 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (80.36 %) have expressed that the productivity can be enhanced if proper air conditioning system is maintained in the factories.

Question No. 44: Do you think that workers efficiency will decrease if proper air conditioning system is maintained in your factory ?

Table No. 45

Type of Response	Number	Percentage
Yes	34	8.90
Undecided	69	18.06
No	279	73.03
Total	382	

The above table reveals that 8.90 % of the workers agree with the statement ; while 18.06 % of the workers are indifferent and 73.03 % of the workers disagree with the statement.

It can be concluded that majority of the workers (73.03 %) feel that workers efficiency will not decrease if proper air conditioning system is maintained.

Question No. 45: Do you think that if your factory is made noise proof the production will be higher ?

Table No. 46

Type of Response	Number	Percentage
Yes	248	64.92
Undecided	71	18.58
No	63	16.49
Total	382	

The above table reveals that 64.92 % of the workers agree with the statement ; while 18.58 % of the workers are uncertain and 16.49 % of the workers disagree with the statement.

It can be concluded that majority of the workers (64.92 %) feel that the production will be more if their factor is made noise proof.

Question No. 46: Do you think that if your factory is made noise proof the production will be less ?

Table No. 47

Type of Response	Number	Percentage
Yes	45	11.78
Undecided	71	18.59
No	266	69.63
Total	382	

The above table reveals that 11.78 % of the workers agree with the statement; while 18.59 % of the workers are undecided and 69.63 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (69.63 %) feel that the production will not decrease if the factory is made noise proof.

Question No. 47: Do you think that if the present salaries of the workers are raised adequately it will have positive bearing on workers efficiency and production ?

Table No. 48

Type of Response	Number	Percentage
Yes	287	75.13
Undecided	41	10.73
No	54	14.14
Total	382	

The above table reveals that 75.13 % of the workers agree with the statement ; while 10.73 % of the workers are uncertain and 14.14 % of the workers disagree with the statement.

It can be concluded that majority of the workers (75.13 %) have expressed that if the present salaries are raised adequately it will have positive bearing on the workers efficiency and productivity.

Question No. 48: Do you think that if the salaries are raised it will weaken workers efficiency and production ?

Table No. 49

Type of Response	Number	Percentage
Yes	33	8.64
Undecided	40	10.47
No	309	80.89
Total	382	

The above table reveals that 8.64 % of the workers agree with the statement; while 10.47 % of the workers are indifferent and 80.89 % of the workers disagree with the statement.

It can be concluded that majority of the workers (80.89 %) feel that the working efficiency and production will not be affected negatively if the wages are raised.

Question No. 49: Do you think that the working efficiency
will improve if rest pause time is increased

Table No. 50

Type of Response	Number	Percentage
Yes	247	64.66
Undecided	68	17.80
No	67	17.54
Total	382	

The above table reveals that 64.66 % of the workers agree with the statement ; while 17.80 % of the workers are undecided and 17.54 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (64.66 %) have expressed that the working efficiency can be improved if the present rest pause time of the workers is increased.

Question No. 50: Do you think that the working efficiency will decrease if the present rest pause time is increase ?

Table No. 51

Type of Response	Number	Percentage
Yes	32	8.38
Undecided	64	16.75
No	286	74.87
Total	382	

The above table reveals that 8.38 % of the workers agree with the statement; while 16.75 % of the workers are uncertain and 74.87 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (74.87 %) feel that the working efficiency will not decrease if the present rest pause time is increased.

Question No. 51: Do you think that if workers live near the work place it will decrease the productivity ?

Table No. 52

Type of Response	Number	Percentage
Yes	55	14.4
Undecided	30	7.85
No	297	77.75
Total	382	

The above table reveals that 14.4 % of the workers agree with the statement; while 7.85 % of the workers are indifferent and 77.75 % of the workers disagree with the statement.

It can be concluded that majority of the workers (77.75 %) have expressed that productivity will not decrease if the arrangement for their residence are made available near the factory or work place.

Question No. 52: Do you think that the productivity will increase if the arrangement for your residence is made near the factory ?

Table No. 53

Type of Response	Number	Percentage
Yes	285	74.60
Undecided	26	6.81
No	71	18.59
Total	382	

The above table reveals that 74.60 % of the workers agree with the statement; while 6.81 % of the workers are uncertain and 18.59 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (74.60 %) have expressed that the productivity will increase if residential provisions near the factory are made available to the workers.

Question No. 53: Do you think that if workers take excess leave it will have negative impact on production ?

Table No. 54

Type of Response	Number	Percentage
Yes	153	40.05
Undecided	59	15.45
No	170	44.50
Total	382	

The above table reveals that 40.05 % of the workers agree with the statement; while 15.45 % of the workers are undecided and 44.50 % of the workers disagree with the statement.

It can be concluded that majority of the workers (44.50 %) think that productivity is not affected by availing more leaves.

Question No. 54: Do you think that workers will take more interest in raising production if some minimal transport facilities are extended to the workers by the management ?

Table No. 55

Type of Response	Number	PerCentage
Yes	153	40.05
Undecided	59	15.45
No	170	44.50

The above table reveals that 40.05 % of the workers agree with the statement; while 15.45 % of the workers are uncertain and 44.50 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (44.50) have expressed that workers will take more interest in their job if transport facilities are made available to them.

Question No. 55: Do you think that the transport facilities to the workers extended by the management will have no positive impact on production ?

Table No. 56

Type of Response	Number	Percentage
Yes	21	5.49
Undecided	60	15.71
No	301	78.79
Total	382	

The above table reveals that 5.49 % of the workers agree with the statement; while 15.71 % of the workers are indifferent and 78.79 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (78.79 %) have expressed that transport facilities extended by the management will not have any negative impact on production rather it will have positive impact.

Question No. 56: Do you think that Congenial Relations between workers and management have its positive impact on production ?

Table No. 57

Type of Response	Number	Percentage
Yes	309	80.89
Undecided	28	7.33
No	45	11.78
Total	382	

The above table reveals that 80.89 % of the workers agree with the statement; while 7.33 % of the workers are undecided and 11.78 % of the workers disagree with the statement.

It can be concluded that majority of the workers (80.89 %) feel that congenial relations between workers and management produce positive effect on production or will amount in better productivity.

Question No. 57: Do you think that family problems give rise to mental tensions of the workers which affects his working behaviour ?

Table No. 58

Type of Response	Number	Percentage
Yes	316	82.72
Undecided	28	7.33
No	38	9.95
Total	382	

The above table reveals that 82.72 % of the workers agree with the statement; while 7.33 % of the workers are uncertain and 9.95 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (82.72 %) feel that family problems give rise to mental tensions which influences productive behaviour of the workers negatively.

Question No. 58: Do you think that the family problems affect the working efficiency of the labourers ?

Table No. 59

Type of Response	Number	Percentage
Yes	310	81.15
Undecided	32	8.38
No	40	10.47
Total	382	

The above table reveals that 81.15 % of the workers agree with the statement; while 8.38 % of the workers are indifferent and 10.47 % of the workers disagree with the statement.

It can be concluded that majority of the workers (81.15 %) have expressed that family problems affect the working efficiency of the workers.

Question No. 59: Do you think that the use of drugs increase the working capability of labourers ?

Table No. 60

Type of Response	Number	Percentage
Yes	172	45.02
Undecided	46	12.04
No	164	42.93
Total	382	

The above table reveals that 45.02 % of the workers agree with the statement; while 12.04 % of the workers are undecided and 42.93 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (45.02 %) feel that the use of drugs increases the working capability of labourers.

Question No. 60: Do you think that the use of drug decreases the working capability of labourers ?

Table No. 61

Type of Response	Number	Percentage
Yes	157	41.1
Undecided	34	8.9
No	191	50.0
Type of Response	382	

The above table reveals that 41.1 % of the workers agree with the statement; while 8.9 % of the workers are indifferent and 50.00 % of the workers disagree with the statement.

It can be concluded that majority of the workers (50.00 %) feel that the use of drug do not decrease the working capability of labourers.

Question No. 61: Do you think that the accidents can be controlled if machines are properly covered ?

Table No. 62

Type of Response	Number	Percentage
Yes	312	81.67
Undecided	35	9.16
No	35	9.16
Total	382	

The above table reveals that 81.67 % of the workers agree with the statement; while 9.16 % of the workers are uncertain and another 9.16 of the workers disagree with the statement.

It can be concluded that majority of the workers (81.67 %) have expressed that the accidents can be reduced if machines are properly covered.

Question No. 62: -Do you think that productivity will increase if workers get patronage from the management ?

Table No. 63

Type of Response	Number	Percentage
Yes	258	67.54
Undecided	53	13.87
No	71	18.59
Total	382	

The above table reveals that 67.54 % of the workers agree with the statement; while 13.87 % of the workers are undecided and 18.59 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (67.54 %) have expressed that productivity will increase if management extend their patronage to the workers.

Question No. 63: Do you think that the labourer should be honoured for their good work ?

Table No. 64

Type of Response	Number	Percentage
Yes	317	82.98
Undecided	34	8.90
No	31	8.11
Total	382	

The above table reveals that 82.98 % of the workers agree with the statement; while 8.9 % of the workers are indifferent and 8.11 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (82.98 %) feel that labourer should be honoured for their good performance as it may work as a positive incentive for them as far as social relations and production are concerned.

Question No. 64: Do you think that worker should be asked compulsarily to take life insurance policies ?

Table No. 65

Type of Response	Number	Percentage
Yes	315	82.46
Undecided	21	5.50
No	46	12.04
Total	382	

The above table reveals that 82.46 % of the workers agree with the statement; while 5.50 % of the workers are uncertain and 12.04 % of the workers disagree with the statement.

It can be concluded that majority of the workers (82.46 %) feel that labourer should be asked to take life insurance policy as a compulsory condition of service.

Question No. 65: Do you think that the working efficiency will increase if the management contribute towards life insurance policy of the workers ?

Table No. 66

Type of Response	Number	Percentage
Yes	316	82.72
Undecided	36	9.42
No	30	7.85
Total	382	

The above table reveals that 82.72 % of the workers agree with the statement; while 9.42 % of the workers are indifferent and 7.85 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (82.72 %) have expressed that working efficiency will increase if the management contribute towards life insurance policies of the workers, as it will serve as an incentive to the workers.

Question No. 66: Do you think that labour officers perform their duties according to the wishes of the owners and do not care for worker's interests ?

Table No. 67

Type of Response	Number	Percentage
Yes	187	48.95
Undecided	112	29.32
No	83	21.73
Total	382	

The above table reveals that 48.95 % of the workers agree with the statement; while 29.32 % of the workers are undecided and 21.73 % of the workers disagree with the statement.

It can be concluded that majority of the workers (48.95 %) feel that labour officers act according to the wishes of the owners and do not take into account the worker's interest.

Question No. 67: Do you think that if the relations of workers are not good with their neighbours, it will have negative impact on their working behaviour which will also influence production negatively ?

Table No. 68

Type of Response	Number	Percentage
Yes	285	74.61
Undecided	40	10.47
No	57	14.92
Total	382	

The above table reveals that 74.61 % of the workers agree with the statement; while 10.47 % of the workers are uncertain and 14.92 % of the workers disagree with the statement.

It can be concluded that majority of the workers (74.61 %) have expressed that if neighbour-hood relations of the workers are not congenial it will effect the working efficiency of the workers and ultimately production.

Question No. 68: Do you agree that lock outs have negative impact on production ?

Table No. 69

Type of Response	Number	Percentage
Yes	308	80.63
Undecided	30	7.85
No	44	11.52
Total	382	

The above table reveals that 80.63 % of the workers agree with the statement while 7.85 % of the workers are undecided and 11.52 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (80.63 %) feel that lock outs have negative impact on production which do lead to lesser production.

Question No. 69: Do you think that the production can be raised if workers of the same caste work together in the same factory ?

Table No. 70

Type of Response	Number	Percentage
Yes	79	20.68
Undecided	82	21.47
No	221	57.85
Total	382	

The above table reveals that 20.68 % of the workers agree with the statement; while 21.47 % of the workers are indifferent and 57.85 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (57.85 %) have expressed ^{that} the production will not increase if the work force of the factory belong to the same caste.

Question No. 70: Do you think that the production will increase if the proper training is given to the workers ?

Table No. 71

Type of Response	Number	Percentage
Yes	313	81.94
Undecided	24	6.28
No	45	11.78
Total	382	

The above table reveals that 81.94 % of the workers agree with the statement ; while 6.28 % of the workers are uncertain and 11.78 % of the workers disagree with the statement.

It can be concluded that majority of the workers (81.94 %) feel that the production can be increased if proper training to the workers is extended from time to time.

Question No. 71: Do you think that Production can increase if the workers are rewarded for their contribution in production ?

Table No. 72

Type of Response	Number	Percentage
Yes	299	78.27
Undecided	27	7.07
No	56	14.66
Total	382	

The above table reveals that 78.27 % of the workers agree with the statement ; while 7.07 % of the workers are undecided and 14.66 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (78.27 %) have expressed that the production will increase if the workers are rewarded for their contribution in raising production.

Question No. 72: Do you think that the Production get
philip if worker gets proper bonus ?

Table No. 73

Type of Response	Number	Percentage
Yes	292	76.44
Undecided	31	8.12
No	59	15.44
Total	382	

The above table reveals that 76.44 % of the workers agree with the statement; while 8.12 % of the workers are indifferent and 15.44 % of the workers disagree with the statement.

It can be concluded that majority of the workers (76.44 %) feel that the production can be raised if adequate bonus is given to the workers from time to time.

Question No. 73: Do you think that if workers do not abstain too much from the work it will increase production ?

Table No. 74

Type of Response	Number	Percentage
Yes	254	66.49
Undecided	58	15.18
No	70	18.32
Total	382	

The above table reveals that 66.49 % of the workers agree with the statement; while 15.18 % of the workers are uncertain and 18.32 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (66.49 %) have expressed that production will increase if workers do not abstain too much from the work.

Question No. 74: Do you think that physical working conditions play a vital role in determining the working efficiency of the worker and production ?

Table No. 75

Type of Response	Number	Percentage
Yes	207	54.19
Undecided	58	15.18
No	117	30.63
Total	382	

The above table reveals that 54.19 % of the workers agree with the statement ; while 15.18 % of the workers are undecided and 30.63 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (54.19 %) have expressed that adequate physical working conditions do play a vital role in determining the working efficiency of the worker as well as production.

Question No. 75: Do you think that the working efficiency will increase if the working hours are increased ?

Table No. 76

Type of Response	Number	Percentage
Yes	85	22.25
Undecided	67	17.54
No	230	60.21
Total	382	

The above table reveals that 22.25 % of the workers agree with the statement ; while 17.54 % of the workers are indifferent and 60.21 % of the workers disagree with the statement.

It can be concluded that majority of the workers (60.21 %) feel that working efficiency will not increase if the working hours are increased

Question No. 76: Do you think that the working efficiency will decrease if the working hours are increased ?

Table No. 77

Type of Response	Number	Percentage
Yes	182	47.64
Undecided	48	12.57
No	152	39.79
Total	382	

The above table reveals that 47.64 % of the workers agree with the statement ; while 12.57 % of the workers are uncertain and 39.79 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (47.64 %) have expressed that the working efficiency will be decreased if the working hours are increased.

Question No. 77: Do you think that cleanliness of the factory is helpful in increasing the working efficiency and production ?

Table No. 78

Type of Response	Number	Percentage
Yes	262	68.59
Undecided	53	13.87
No	67	17.53
Total	382	

The above table reveals that 68.59 % of the workers agree with the statement ; while 13.87 % of the workers are undecided and 17.53 % of the workers disagree with the statement.

It can be concluded that majority of the workers (68.59 %) have expressed that the cleanliness of the factory is helpful in increasing the working efficiency and ultimately the production.

Question No. 78: Do you think that if proper cleanliness in the factories is not maintained it may reduce the working efficiency ?

Table No. 79

Type of Response	Number	Percentage
Yes	47	12.30
Undecided	87	22.77
No	248	64.92
Total	382	

The above table reveals that 12.30 % of the workers agree with the statement ; while 22.77 % of the workers are indifferent and 64.92 % of the workers do not agree with the statement.

It can be concluded that majority of the workers (64.92 %) feel that working efficiency will not decrease due to less cleanliness.

Question No. 79: Do you think that the production will increase if proper arrangement of protection is made against heat ?

Table No. 80

Type of Response	Number	Percentage
Yes	338	88.48
Undecided	19	4.97
No	25	6.54
Total	382	

The above table reveals that 88.48 % of the workers agree with the statement ; while 4.97 % of the workers are uncertain and 6.54 % of the workers disagree with the statement.

It can be concluded that majority of the workers (88.48 %) have expressed that the production will increase if some arrangement of protection against heat are made.

Chi-Square Test:

In order to test hypothesis of the present study Chi-Square test has been employed. The purpose of the Chi-Square test was to find out association 'if any', between variables and the statistical significance of relations. In all eleven associates of several variables have been tested to findout significant relations with four degree of freedom at 1 % level of significance. The Chi-Square analysis of variables is presented below the degree of freedom is 4 for all the tables and the tabular value of Chi-Square at 4 degree of freedom is 13.28 at 1 % level of significance.

Association between income and No. of dependents:

Table No. 81

		Number of Dependents		
		L	M	H
Income	L	27	37	19
	M	33	144	85
	H	2	21	14

The value of Chi-Square is $22.3 > 13.28$ which is significant. This shows that income with no. of dependents, who also contribute in the total income of the family exhibit positive relationship between income and no of earning dependents. This is also confirmed by the Pearson-co-efficient of correlation which is .12.

Association between income
and Productivity:

Table No. 82

		Productivity		
		L	M	H
Income	L	9	46	28
	M	42	94	126
	H	6	20	11

The value of Chi-Square is $13.11 < 13.28$ which is slightly insignificant. This shows that alone worker's income is not significant as far as his role in production is concerned which is also confirmed by the Pearson Coefficient of correlation which is .01.

Association between income and
labour management relation:

Table No.83

		Labour Management Relation		
		L	M	H
Income	L	11	34	38
	M	62	114	86
	H	4	14	19

The value of Chi-Square is $22.30 > 13.28$ which is significant. It indicates that higher the income better the relations between management and worker. The same observation is also marginally confirmed by the Pearson co-efficient of correlation which is .03.

Association between Income and
Economic Condition:

Table No.84

		Economic Condition		
		L	M	H
Income	L	14	68	1
	M	76	165	21
	H	10	19	8

The value of Chi-Square is $21.93 > 13.28$ which is significant. It indicates that there is positive relationship between income and economic conditions or income whether collective or individual determine the economic condition. Thus economic conditions play vital role in social adjustment and productive capabilities of the workers. The same association is also marginally confirmed by the Pearson co-efficient of correlation which is .03.

Association between No. of dependents and Productivity:

Table No. 85

		Productivity		
		L	M	H
No. of dependents	L	7	24	31
	M	19	90	93
	H	31	46	41

The value of Chi-Square is $18.587 > 13.28$ which is significant. It indicates that since among the workers class all the members of the family contribute towards family income hence workers serving in glass industries also contribute maximally in production because they have

lesser economic constraints because of the contribution of the dependents where as Kearl Pearson Co-efficient correlation is 0.15.

Association between Productivity
and Social Adjustment:

Table No.86

		Social Adjustment		
		L	M	H
Productivity	L	13	24	20
	M	18	105	37
	H	17	115	33

The value of Chi-Square test is $14.95 > 13.28$ which is significant. It indicates that higher productivity would lead to better social adjustment of the workers as it may provide economic safty to them or it is also expected that if workers are properly adjusted they will contribute more towards production which is also indicated by income and economic condition.

Association between Productivity
and Working Condition:

Table No. 87

		Working Condition		
		L	M	H
Productivity	L	23	29	5
	M	19	89	52
	H	17	80	68

The value of Chi-Square test is $41.48 > 13.28$ which is highly significant. It shows that physical working environment do play a significant role in productivity in positive direction Pearson co-efficient for this association is .08 which confirms the above finding.

Association between Social Adjustment
and Labour Management Relations:

Table No. 88

		Labour Management Relation		
		L	M	H
Social adjustment	L	22	21	5
	M	49	99	96
	H	6	42	42

The value of Chi-Square test is $36.07 > 13.28$. It indicates that congenial social relation between management and workers play important role as far as the adjustment of the workers for their work is concerned. This is also confirmed by the Pearson Co-efficient correlation which is .37.

Association between Social adjustment
and Working Condition:

Table No.89

		Working Condition		
		L	M	H
Social Adjustment	L	20	21	7
	M	30	120	94
	H	9	57	24

The Value of Chi-Square test is $36.24 > 13.28$ which is significant. It indicates that social adjustment of the workers and work depend on the working conditions of the work place to which workers are exposed Pearson Co-efficient Correlation is .15.

Association between labour management relations and the working conditions:

Table No.90

		Working Condition		
		L	M	H
Labour Management Relations	L	27	33	17
	M	21	95	46
	H	11	70	62

The Chi-Square test is $36.81 > 13.28$ which is significant. It indicates that healthy relationships between management and workers play vital role in industrial setups for the point of view of the worker's adjustment and productivity. Pearson Co-efficient correlation is .35.

Factor Analysis:

Out of seven factors Income, number of dependent, productivity, social adjustment, labour management relations, working conditions and economic conditions taken into considerations the loading was found to be higher on working conditions, labour management relations and income.

Factor I

Only two variable (productivity and working conditions) have high loadings on factor I. This reflects that productivity is directly linked with the working conditions i.e., basic facilities and tools provided to the workers at the work place. It can be concluded that congenial "Working conditions" are the most important factors from the point of view of better production.

Factor II

Social adjustment and labour management relations have high loadings on factor II. Better management relations leads to the better social adjustments of the workers towards their work and affect the productivity. Apparently this is a "Labour Management Relations" factor.

Factor III

Three variables namely income of the family, number of dependents and economic conditions have high loadings on factor IIIrd. This grouping of variable is natural because each family member among the working class is the source of income and therefore they work for the better economic conditions of the family of the worker and hence this factor can be categorized as "income factor".

The Factor Analysis results have highlighted that working conditions labour management relations and income are the most vital factors which ultimately determine social adjustment of the workers and also productivity.

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<u>Income</u>	<u>No. of depen- dent</u>	<u>Prod- ucti- vity</u>	<u>Social Adjus- tment</u>	<u>Labour Mgt. Relation</u>	<u>Working Condi- tion</u>	<u>Economic Condi- tion</u>
<u>MEANS</u>						
561. 23	6. 34	47. 13	7. 38	9. 95	19. 79	5. 56
<u>STANDARD DEVIATIONS</u>						
179. 08	3. 35	6. 29	1. 88	3. 97	4. 99	1. 61
<u>CORRELATION COEFFICIENTS</u>						
1. 00	0. 11	0. 01	-0. 03	0. 03	-0. 13	0. 03
0. 11	1. 00	-0. 14	0. 03	-0. 12	-0. 23	0. 06
0. 01	-0. 14	1. 00	-0. 01	0. 08	0. 36	0. 05
-0. 03	0. 03	-0. 01	1. 00	0. 37	0. 15	0. 12
0. 03	-0. 12	0. 08	0. 37	1. 00	0. 35	0. 25
-0. 13	-0. 23	0. 36	0. 15	0. 35	1. 00	0. 05
0. 03	0. 06	0. 05	0. 12	0. 25	0. 05	1. 00

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FACTOR MATRIX (3 FACTORS)

Income	-0.14072	0.32987	0.77219
No. of dependent	-0.37230	0.54460	0.13945
Productivity	0.47868	-0.43304	0.51787
Social Adjustment	0.48862	0.50270	-0.33309
Labour Mgt. Relation	0.72949	0.36506	-0.05247
Working Conditions	0.75169	-0.29804	0.06169
Economic Condition	0.33933	0.49672	0.19847

ROTATED FACTOR MATRIX (3 FACTORS)

Income (1)	-0.01563	-0.02962	0.85075
No of dependent (2)	-0.54340	0.07563	0.39197
Productivity (3)	0.79144	-0.05438	0.23562
Social Adjustment (4)	-0.09701	0.75244	-0.16383
Labour Mgt. Relation (5)	0.25892	0.77532	0.00501
Working Conditions (6)	0.72756	0.32082	-0.15937
Economic Condition (7)	0.00042	0.53742	0.33533

CHECK ON COMMUNALITIES

VARIABLE	ORIGINAL	FINAL	DIFFERENCE
1	0.72490	0.72490	0.00000
2	0.45464	0.45464	0.00000
3	0.68485	0.68485	0.00000
4	0.60242	0.60242	0.00000
5	0.66818	0.66818	0.00000
6	0.65767	0.65767	0.00000
7	0.40126	0.40126	0.00000

Chapter V

CONCLUSION AND SUGGESTION

Chapter V

CONCLUSION

In the previous chapter analysis and interpretation of the data has been presented. In order to study the problem of social adjustment and productivity, the responses of the workers serving in various sections of the selected three glass industries situated at Ferozabad have been classified under social adjustment, working conditions, labour management relations, economic conditions and productivity. The problems highlighted and suggestions proposed by the workers have been presented in the present chapter. The investigator has also verbally enquired from the owners of the factory regarding the problems which they face in the process of production. Furthermore, the worker have also informed about certain things verbally which they consider as important while studying ~~social~~ adjustment and productivity.

✓ 80.63 % of the workers have stated that in reality workers Unions do not exist in their factories. Only a group of a few workers are active and poses as if they are the Union. They are not at all effective in getting

any facilities to the workers from the management.

The workers have informed that the management on account of their vested interest do not permit the formation of worker's union in the factories. The workers have demanded that the government should take immediate steps in this direction as it is against the democratic norms.

42.67 % of the workers are not satisfied with the spatial area in which they have to work.

They are of the view that adequate spatial area will save workers from fatigue, monotony and will assist in better work performance and thus may influence adjustment and productivity positively.

80.37 % of the workers have stated that there is great lack of proper ventilation in their factories. Workers feel that the absence of such essential facilities is one of the major cause of health hazard to the workers.

They have suggested that the government as per industrial laws must physically check all factories and ask the owners to maintain standardized system of industrial complexes. They are of the opinion that mere appeal to the management will not serve the purpose. They have suggested that if the owners do not abide by the standardized system than strict legal actions be taken against them.

90.84 % of the workers have stated that they do not have any recreational facilities in their factories.

Workers feel that some definite provisions for recreational activities be made in all the factories as it will have positive impact on social adjustment and productivity.

38.48 % of the workers have expressed that they do not like shift duty system because it often adversely affect their health and they fail to fulfil their familial and other social obligations.

They are of the view that instead of shift duty system the factories should have separate day and night fixed duty system as found in other industrial units.

70.41 % of the workers have stated that the working in glass industries do have harmful effect on their health on account of pollution and other mechanism of glass industry as a whole specially the workers operating in production and furnace.

Workers have suggested that in order to check any harmful effects on worker's health the management should made proper provisions in the factory for periodic medical check-up and treatment of the workers at the cost of management as a regular feature.

45.03 % of the workers have expressed that the management do not pay due attention to the problems connected with their work. They are of the view that this attitude

of indifference on the part of management is not good from the point of view of workers adjustment as well as productivity.

They have suggested that management should take proper care of the working problems of the workers in order to maintain smooth running of the factories and better productivity.

86.13 % of the workers have stated that management personnel do not visit them on occasions even on request. They are of the opinion that in the absence of social interaction between the management and the workers proper social adjustment of the workers with their work place can not be achieved properly which ultimately affect productivity.

They have suggested that if management personnel on special occasions like marriage or death visit the workers it will strengthen the bonds of relationship between the workers and the management. They further believe that such interaction will give rise to social adjustment and a sense of belongingness is also likely to develop among the workers which ultimately is likely to influence productivity positively.

55.50% of the workers have expressed that the management does not acknowledge or appreciate the personal abilities of the workers.

Workers are of the view that if their personal ability is appreciated or acknowledged by the management it will help in providing greater socio-psychological satisfaction to the workers which will give philip to better social adjustment and incentive for work which will have positive impact on productivity. Workers have suggested that in order to achieve the goals of productivity the management should pay attention to this aspect of workers management relationship also.

78.80% of the workers have stated that the owners or management do not seek their opinion in matters related to the development of the factories.

The workers have stated that some provisions of worker's representation in such matters be made plausible because workers can highlight the working problems more practically as compared to those who are physically not attached with the working or productive mechanism.

42.67% of the workers have stated that their factories do not maintain the standards as laid down in the factory act.

They have stated that there is great lack of proper checking system. The government officials do visit factories in routine manner and do not check properly those conditions which are laid down in the act. They mostly work under obligation from the management side, hence conditions as laid down in the act are mostly on paper. There is wide gap between practice and conditions as laid down in act.

In these glass factories workers are either working on daily wages or on temporary basis. 90.31% of the workers hold that they are dissatisfied with their present wages.

The workers have frankly stated that keeping in view the constant price hikes the wages should also be revised periodically and government should take some strict measures to implement minimum wage act of the workers. They also feel that unless wages are periodically revised the aim of better adjustment and higher productivity cannot be achieved.

84.82% of the workers have expressed that they are unable to save from their wages for their future. They have stated that the present wages are not sufficient even for a day to day living, thus the question of savings does not arise. They have also admitted that they often engage themselves in other contractual work which often affect their working capabilities and thus productivity is affected adversely.

They have suggested that wages should be revised so that they may be able to save for their future obligations and may not engage themselves in other contractual works.

69.37% of the workers have frankly admitted that they do borrow money on interest to fulfil their social and other commitments. Workers have also informed that on account of low wages and absence of any other benefits they are forced to seek loans on interest . Respondents are of the opinion that if any worker has to remain under debt , he works under economic and psychological constraints which ultimately disturbs his social adjustment and working capability which may influence productivity negatively.

The workers have suggested that in the event of such responsibility as daughter's marriage or construction of house or death etc. some systems of extending loans by the owners or government be extended to the workers. Such provisions will have positive impact on the workers attitude towards worker-management relations and thus on productivity as a whole.

93.19% of the workers have stated that there are no provisions of loan in their factories.

The workers have suggested that every factory should have facilities of extending loans to the workers on small

rate of interest. Such provision they hold will have greater satisfying impact on worker's mentality towards work and adjustment.

87.70% of the workers have stated that there are no provisions of pension in their factories. Management if want to achieve better productivity than they should also introduce pension provisions in their factories.

They are of the opinion that pension provision should be made compulsory in all the factories and the government must check about the provisions. The pension provisions will provide greater psychological and financial security to the workers which will affect the total personality of the workers with respect to adjustment and productivity.

80.36% of the workers have stated that there are no provisions of air cooling or air conditioning in their factories. The workers have stated that in order to achieve greater productivity proper air conditioning or cooling system should be set up and maintained in all the factories.

They are of the opinion that during summer period specially the working capacity of the workers decline because of the heat. They are of the view that heat also produces early fatigue which influences the working capability of the workers negatively.

64.92% of the workers have expressed that their work place is not noise proof.

Workers are of the opinion that in order to avoid constant strains and mental fatigue caused by noise the entire work place should be made noise proof. Employees working under disturbed conditions some time fail to adjust with the work place which are often manifested in their behaviour patterns and working capabilities which ultimately are likely to affect social adjustment and productivity negatively.

75.13% of the workers have expressed their great dissatisfaction towards their present wages. The workers have stated that if their present wages are adequately enhanced it will have great positive impact as far as adjustment to work and are production concerned.

They have also stated that a rise in wages will also inculcate the feelings of belongingness among the workers which ultimately will affect social adjustment of the workers and productivity at last.

74.60% of the workers hold that if workers are provided residential facilities near work place it will certainly help in raising the productivity.

They have also suggested that either the government should develop labour colonies on rental basis near the

factories or the owners should take up such projects themselves.

44.50% of the workers have stated that they have to come to work from near by villages either on foot or on cycles.

They have suggested that in order to save time and protect from physical strains if some cheaper transport facilities are made available to them it will help greatly as far as their work performance and productivity are concerned.

81.67% of the workers specially from production and furnace have stated that the chances of accidents can be minimized if machines are properly covered or fenced.

They have suggested that the management should take technical advise from technocrats in order to achieve this objective, lesser fear or risk of accidents will have positive impact on workers psychology to work and may enhance productivity.

67.54% of the workers have stated that management do not extend any kind of patronage to the workers. The workers hold that in the lack of proper patronage from management the targets of productivity cannot be achieved.

They have suggested that if management wants better productive results than they must adopt the practice of

patronizing workers. If the management adopt the patronage and reward practices towards the workers it will help in developing better social relations and loyalties between the worker and management resulting in proper social adjustment and productivity.

82.46% of the workers have stated that life insurance policy be made compulsory for all the workers as none is able to save from their wages for any calamity.

They have suggested that either the individual or a group life insurance policy be compulsorily introduced in all the factories. They have also demanded that the management should also contribute partly towards the payments which policy holders have to make. Workers are of the view that such favours will provide greater economic and psychological satisfaction to the workers which ultimately is likely to help in the growth of better social adjustment and greater productivity.

48.95% of the workers hold that though labour officers are expected to look into the problems and interest of the working force but mostly labour officers pay little attention to workers problems as they are dominated by the management.

This is clear from the fact that despite labour officers presence in all the factories no labour unions exist

in these factories. The present style of the functioning of the labour officers needs reconsideration as it will have its impact on productivity in future.

The workers have informed that there are no provisions of reward in their factories. 78.27 % of the workers hold that production can increase if some rewards are given to the workers in recognition of their contribution to productivity. The reward may be in kind or cash.

They hold that reward system can work as a potent incentive to the workers.

76.44 % of the workers have stated that though bonus system is operative in the factories but they have casted doubts on the judicious disbursement of the bonus.

They have suggested that government should impose proper system of check in the disbursement of the bonus. Some have also suggested that worker's representatives should also be included in the committee which is responsible for the disbursement of bonus.

The workers have informed that proper cleanliness in factories is not maintained. 68.59 % of the workers are of the opinion that the working efficiency and productivity can be raised if proper cleanliness is maintained in the factories.

The workers have suggested that the management should take proper care in this direction and health department of the government should be made accountable.

88.48 % of the workers hold that though glass factory workers have to work under heat but they feel that if some protection against heat is made then productivity will certainly increase.

They have also suggested that the owners should take technical advice from glass technologists or technocrats in this regard so that the objective of the higher productivity be achieved.

The workers besides extending information on interview schedule basis have also told the investigator the following facts which are operative in the glass industries.

They have stated that children below the age as specified under law and women are also engaged in work by the owners. They have also stated that the owners cleverly manipulate and exploit them both financially and physically. They have also stated that they highly oppose this practice of unethical employment.

The workers have also stated that on account of their low wages they are unable to send their children for proper schooling hence majority of the worker's children remain illiterate.

They have suggested that the owners of glass industries jointly establish schools in the vicinity so that their children may be able to get at least basic education and thus may be saved from being remain illiterate.

Workers have also stated that keeping in view the low wages and constant price hikes they are unable to purchase commodities of daily use at fair price and thus are unable to meet their ends.

They have suggested that factories with the help of governmental provisions should establish fair price shops which may give some financial relief to the workers.

The investigator also sought meetings with the owners of the factories in order to find out their views regarding the problems of worker's adjustments and productivity. The owners besides other things have stated that recently demand recession in industry has set in and consequently there is decline in the production of industry. The root cause of the malady lies in the high cost of the raw materials, specially Soda Ash which is a major raw material for the manufacture of glass, and high rate of excise duty on the finished products.

The government has given preference in excise tariff to the other competing materials such as plastic, low density polythelene, metal, aluminium and tetrapac containers but the excise duty on glass has been very harsh. This differential in excise duty has made glass bottles for packing products like milk, prepared and preserved foods and foods products very costly thus resulting in recession in demand.

It is a high time that the roots of malady which have contributed to the decline in demand of the glass articles are remedied at the earliest to help development and growth of the Indian glass industry, which is employment oriented and provides large employment even if small capital is invested.

The owners have also stated that the government is not extending its judicious helping hand in the supply of required coal and in sanctioning loans to the glass industries. The owners have to purchase coal from black market and in order to get loan they have to oblige government officials exorbitantly under the table.

They have asserted that unless proper supply of coal and judicious availability of loans are not guaranteed by the government it may lead to lesser productivity, higher cost of production and inadequate wages to the workers.

They have also informed that there is great lack of technical know how in the running of glass industries. The government should make such technical educational facilities available so that the workers and personnel connected with such industries may undertake the required training which it is expected will help in the development of scientific approach towards production and may also check the rising cost of production.

The owners regarding worker's adjustment and their role in productivity have informed that majority of the workers are daily wagers or temporary and they are either drug or alcoholic addicts. Workers are sincere only till they are in need of money and as soon as they get their weekly wages, they report for work only after they have consumed their wages. They have also informed that we do not generally give permanent employment to the workers as we are confident that as soon as they are absorbed permanently they will not work as they are expected to work.

The owners have also informed that caste feelings are strongly operative among the workers which often lead to conflict among them. Despite their best efforts they have failed to arrest the problem of casteism among them. They are of the view that caste conflicts have negative impact on productivity.

Owners have also frankly stated that they do not encourage unionism in their organizations simply because in the events of strikes they do not get any kind of favour or assistance from the government.

They have also informed that the workers all the times demand hike in their wages and resort to illegal practices when furnaces are operative and production is in process. In order to check this malpractice we first decide

the wages with the workers before the start of furnace or production.

Regarding air conditioning or cooling provisions the owners have categorically stated that the workers in any glass factory have to work under 1400° C hence the question of such provisions does not arise. Owners have also frankly told that they are unable to extend any kind of loans to the workers simply because of the uncertainty of the return of loans.

In the end they have frankly stated that they are unable to extend any kind of facilities to the workers simply because they do not get any recognition or support from the government.

The owners have agreed that in any industrial setting it is essential to have healthy and congenial work environment which in turn is likely to provide incentive and give rise to the feeling of belongingness among the workers. The congenial working and social environment it is expected would give philip to better social adjustment to the workers which ultimately would have its positive impact on productivity.

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INTERVIEW SCHEDULE

Fact Finding Schedule:

1. Age :
2. Sex :
3. Religion :
4. Caste :
5. Occupation :
6. Specialization :
7. Education
Literate/Illeterate :
8. Wages
Daily/Weekly/Monthly :
9. Any other source of
income :
- Daily/Weekly/Monthly
10. Number of family members :
11. How many dependents are :
getting education.
12. Are you member of any :
union.

Social Adjustment:

	Yes	Undecided	No
1. Do you feel mentally satisfied after completing your work ?	_____	_____	_____
2. Are you dissatisfied with the behaviour of your fellow workers ?	_____	_____	_____
3. Do you think that the management of your organization do not entertain complaints secretly from the workers against each other ?	_____	_____	_____
4. Does your colleagues have any reservation in visiting your house on festivals and on other Social Occassions ?	_____	_____	_____
5. Do you think that whatever facilities you are getting, it is not because of the activities of your unions ?	_____	_____	_____
6. Do you relish to have your meals in the Company of your co-workers who are not of your Caste ?	_____	_____	_____
7. Do you think that the smooth and efficient working of a factory is possible only when members of one community work together ?	_____	_____	_____

Working Conditions:

8. Do you get the required working material easily ?	_____	_____	_____
9. Does your management take appropriate steps in maintaining cleanliness of your work place ?	_____	_____	_____

	Yes	Undecided	No
10. Do you feel that the spatial : area of your work place is small ?	_____	_____	_____
11. Do you think that the emer- : gency light provisions at your work place are inadequate ?	_____	_____	_____
12. Does your work place have : proper arrangement of windows for circulation of air ?	_____	_____	_____
13. Do you think that the workers : should not wear shoes while working in the factories ?	_____	_____	_____
14. Do you think that your factory : has no adequate arrangements for entertainment of the wor- kers ?	_____	_____	_____
15. Do you think that the workers : should not work after wearing the hand gloves ?	_____	_____	_____
16. Do you feel that your working : hours are satisfactory ?	_____	_____	_____
17. Are you satisfied with your : rest pause during working hours ?	_____	_____	_____
18. Are you satisfied with Shift : duties system ?	_____	_____	_____
19. Do you think that your work : has no harmful effects on your health ?	_____	_____	_____
20. Do you think that your shift : duty system produce hinderance in your family and social obligations ?	_____	_____	_____
21. Does your working appliances : are replaced easily on being damaged ?	_____	_____	_____

	Yes	Undecided	No
22. Does your industry has appropriate first aid provisions ? :	_____	_____	_____
<u>Labour Management Relations:</u>			
23. Does your management hold sympathetic attitude towards you ? :	_____	_____	_____
24. Does your management give no due attention to the problems connected with your work ? :	_____	_____	_____
25. The management personnel do not visit you on festivals or on occasions ? :	_____	_____	_____
26. Your management do not acknowledge your personal abilities ? :	_____	_____	_____
27. Does your management sanction casual leaves easily ? :	_____	_____	_____
28. Your management do not punish you without any reason ? :	_____	_____	_____
29. Your management seek no advice for the workers related to the progress of the factory ? :	_____	_____	_____
30. Your management do not provide the essential facilities as laid down in the factory act ? :	_____	_____	_____
31. Do you get the hand gloves from the management ? :	_____	_____	_____
32. Do you think that labour officers are not helpful in solving the problems of the workers ? :	_____	_____	_____
33. Do you think that the workers are not responsible for lock outs in the factory ? :	_____	_____	_____

	Yes	Undecided	No
34. Do you think that lock outs : are held on account of workers dissatisfaction ?	_____	_____	_____

Economic Conditions:

35. Are you not satisfied with : your wages ?	_____	_____	_____
36. Are you unable to save money : out of your wages ?	_____	_____	_____
37. Do you get bonus ? :	_____	_____	_____
38. Are you dissatisfied with the : amount of your bonus ?	_____	_____	_____
39. Do you not borrow money from : others to fulfil your needs ?	_____	_____	_____
40. Does your factory has no pro- : vision of Extending loans to the workers on interest ?	_____	_____	_____
41. Does your factory has no pro- : vision of pension ?	_____	_____	_____
42. Do you think that the factories should not have the pension : scheme for the workers ?	_____	_____	_____

Productivity:

43. Do you think that the produc- : tivity can increase if proper air conditioning system is maintained in your factory ?	_____	_____	_____
44. Do you think that workers : efficiency will decrease if proper air conditioning system is maintained in your factory ?	_____	_____	_____

	Yes	Undecided	No
45. Do you think that if your factory is made noise proof the production will be higher ?	_____	_____	_____
46. Do you think that if your factory is made noise proof the production be less ?	_____	_____	_____
47. Do you think that if the present Salaries of the workers are raised adequately it will have positive bearing on workers efficiency and production ?	_____	_____	_____
48. Do you think that if the salaries are raised it will weaken workers efficiency and production ?	_____	_____	_____
49. Do you think that the working efficiency will improve if rest pause time is increased ?	_____	_____	_____
50. Do you think that the working efficiency will decrease if the present rest pause time is increase ?	_____	_____	_____
51. Do you think that if workers live near the work place it will decrease the productivity ?	_____	_____	_____
52. Do you think that the productivity will increase if the arrangement for your residence is made near the factory ?	_____	_____	_____
53. Do you think that if workers take excess leave it will have negative impact on production ?	_____	_____	_____
54. Do you think that workers will take more interest in raising production if some minimal transport facilities are extended to the workers by the management ?	_____	_____	_____

	Yes	Undecided	No
55. Do you think that the trans- : port facilities to the workers Extended by the management will have no positive impact on production ?	_____	_____	_____
56. Do you think that congenial : relations between workers and management have its positive impact on production ?	_____	_____	_____
57. Do you think that family prob- : lems give rise to mental ten- sions of the workers which affects his working behaviour ?	_____	_____	_____
58. Do you think that the family : problems affect the working efficiency of the labours ?	_____	_____	_____
59. Do you think that the use of : drugs increase the working capability of labourers ?	_____	_____	_____
60. Do you think that the use of : drug decreases the working capability of labourers ?	_____	_____	_____
61. Do you think that the accidents can be controlled if machines : are properly covered ?	_____	_____	_____
62. Do you think that productivity : will increase if workers get patronage from the management ?	_____	_____	_____
63. Do you think that the labourer : should be honoured for their good work ?	_____	_____	_____
64. Do you think that workers : should be asked compulsarily to take life insurance policies ?	_____	_____	_____

	Yes	Undecided	No
65. Do you think that the working : efficiency will increase if the management contribute towards life insurance policy of the workers ?	_____	_____	_____
66. Do you think that labour offi-: cers perform their duties according to the wishes of the owners and do not care for workers' interests ?	_____	_____	_____
67. Do you think that if the rela-: tions of the workers are not good with their neighbours, it will have negative impact on their working behaviour which will also influence production negatively ?	_____	_____	_____
68. Do you agree that lock outs : have negative impact on produc- tion ?	_____	_____	_____
69. Do you think that the produc- : tion can be raised if workers of the same caste work together in the same factory ?	_____	_____	_____
70. Do you think that the produc- : tion will increase if the pro- per training is given to the workers ?	_____	_____	_____
71. Do you think that production : can increase if the workers are rewarded for their contribution in production ?	_____	_____	_____
72. Do you think that the produc- : tion get philip if worker gets proper bonus ?	_____	_____	_____
73. Do you think that if workers : do not abstain too much from the work it will increase production ?	_____	_____	_____

	Yes	Undecided	No
74. Do you think that physical : working conditions play a vital role in determining the working efficiency of the wor- ker and production ?	_____	_____	_____
75. Do you think that the working : efficiency will increase if the working hours are increased ?	_____	_____	_____
76. Do you think that the working : efficiency will decrease if the working hours are increased ?	_____	_____	_____
77. Do you think that cleanliness of the factory is helpful in increasing the working effi- ciency and production ?	_____	_____	_____
78. Do you think that if proper : cleanliness in the factories is not maintained it may reduce the working efficiency ?	_____	_____	_____
79. Do you think that the produc- : tion will increase if proper arrangement of protection is made against heat ?			